Service Nova Scotia and Municipal Relations

2002-2003 ACCOUNTABILITY REPORT

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Service Nova Scotia and Municipal Relations

2002- 2003 Accountability Report

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1. ACCOUNTABILITY STATEMENT

The Accountability Report of the Department of Service Nova Scotia and Municipal Relations for the year ended March 31, 2003, is prepared pursuant to the *Provincial Finance Act* and government policy and guidelines. These authorities require the reporting of outcomes against this Department's Business Plan information for the fiscal year 2002-03. The reporting of Department outcomes necessarily includes estimates, judgments and opinions by Department Management.

We acknowledge that this Accountability Report is the responsibility of Department management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Department Business Plans for the year.

Minister

Deputy Minister

2. MESSAGE FROM THE MINISTER

As the new Minister of Service Nova Scotia and Municipal Relations, I can attest to the excellent value this Department offers to its clients and its stakeholders.

In 2002-2003, Service Nova Scotia and Municipal Relations had several notable achievements, not the least of which include:

- offering the first veteran's licence plate in Canada and a conservation licence plate to help support the Species at Risk program;
- presenting the first Municipal Innovation Award Program awards, recognizing prospective forward-looking municipal programs and services;
- investing $72 million in infrastructure that will improve the health and prosperity of people and municipalities across the province; and
- more funding for inclusive public transportation and accessible public buildings.

During the past year, our Department has found new and innovative ways to serve our customers while helping municipal governments to improve their communities.

In 2002-2003, Registry of Motor Vehicles counter service expanded to Windsor and Sheet Harbour and full Access Nova Scotia Centres were initiated in Yarmouth and Port Hawkesbury. People visiting any office in the province are likely served in less than10 minutes.

In March 2003, the *Land Registration Act* was proclaimed in Colchester County; more counties will follow later in 2003. This is the first time the land registration process has been overhauled in 250 years, guaranteeing basic ownership rights and electronic integrated access to all land-related information.

On the municipal side, we continue to work with the Union of Nova Scotia Municipalities to build a more productive relationship between these two levels of government.

Through our Department, municipalities have received technology and expertise to help them better serve their communities. Our municipal indicators program offers mayors, wardens, councillors and citizens benchmarks by which to judge their municipality's financial health and quality of life.

Without a doubt, Service Nova Scotia and Municipal Relations will continue to build on our past successes and achieve new accomplishments in the current year.

3. INTRODUCTION

The Need for Accountability

It is important that a publicly funded organization be held accountable for the actions it states will be undertaken over a particular period of time. An accountability document informs taxpayers as to how their taxes are being spent, provides decision makers with updates as to how well the organization's programs and services are operating and where adjustments may be required. It offers another tool for politicians to judge whether the organization is headed in the direction that was intended. Accountability is also a powerful incentive to program managers to show progress in their respective program areas.

This Report provides an accounting of how well Service Nova Scotia and Municipal Relations (SNSMR) did in fulfilling the strategic direction (mandate, mission and goals), as well as the specific initiatives (priorities) it identified for achievement in the 2002-03 SNSMR Business Plan. While it is not intended that these priorities encompass the full breadth of the programs and services offered by this Department on an ongoing basis, they do represent the major, new initiatives that SNSMR stated would be moved forward during the year. The Department's Mission and Strategic Goals for 2002-03 were as follows (a discussion of the Department's mandate can be found in the Planning Environment section of the 2002-03 SNSMR Business Plan):

Mission

> To provide Nova Scotians with seamless, easy access to numerous government services in a cost-effective manner while maintaining the interests of the public and municipalities.

Strategic Goals

1. Provide streamlined access to quality, client-centred, government services that are second to none.

2. Lead Government's corporate strategy for e-government services as well as alternative program delivery.

3. Emerge as an employer of choice, known for developing staff and providing a motivating work environment.

4. Foster the development of efficient, effective and financially healthy municipal governments.

5. Advance the public interest by improving the programs we administer.

6. Develop a culture of continuous improvement in the organizational and functional responsibilities of the Department.

This Report is organized in the following manner. An overview of the major achievements of the Department are introduced and discussed in the context of the general mandate of the Department i.e. to improve service, assist municipalities and protect consumers. Following the general overview, specific achievements under each priority item (highlighted in bold type) contained in the 2002-03 SNSMR Business Plan are provided. Significant items not identified in the Business Plan are also presented in this Section. Achievements made in two very important components of the Department's operations - its technical infrastructure and staff are then outlined in subsequent Sections. These specific areas are given special attention because of their importance to the Department's future and due to their longer-term nature, as distinct from the priorities identified earlier which are typically achieved within a year or two. This discussion is following with a financial summary of the Department's 2002-03 budget allocation, its actual spending and the reasons for any variances. A Performance Measurement section outlines the evolution of this craft in the Department and in Appendix 1 the measures themselves are presented along with the most recent data available (typically 2002-03 data). Appendix 2 provides a reconciliation in the performance measures used between 2002-03 and 2003-04.

Summary of Accomplishments

By the 2002-03 fiscal year, the Department had been in existence for a couple of years. The organization moved out of its formative stage into a more mature phase in which working relationships were well established, service levels more consistent and improvements more modest. Nonetheless, SNSMR made substantial strides during the year in each of its main mandate areas - service delivery, assisting municipalities and protecting the public.

One of the key mandates of the Department is to provide easy and efficient access to high quality services offered by SNSMR on behalf of the government. Maintaining a steady pulse on customers' expectations and experiences with the delivery of government services provides valuable information as to where best to focus attention to continually improve the quality of the delivery of services. The Department has once again scored very well in terms of providing satisfactory service to its customers in the core service areas in which staff interact with consumers such as the Call Centres and Access Nova Scotia locations. The Department was able to achieve a level of overall customer satisfaction of 92% in 2002-03, up from 89% the year before. This achievement was reinforced by an improved level of client satisfaction within the assessment service which manages the assessment roll on behalf of municipalities of the province. Satisfaction levels in that service improved significantly in 2002 over the previous year, increasing from 64% to almost 73%.

The Department also increased its physical and electronic access during 2002-03. SNSMR established or enhanced services in several communities during the year including new Access Nova Scotia Centres in Port Hawkesbury and Yarmouth, a part-time Registry of Motor Vehicle (RMV) service within a new Registry of Deeds location in Windsor and a similar initiative in Sheet Harbour. A municipal access website to provide for greater convenience and more timely access to assessment information was piloted. Web-based enhancements have increased access to internal data for property owners and internal staff. The web-based developments have also improved the turnaround time for various forms of inquiries of these services.

In addition, the first county (Colchester) to implement a new electronic and parcel based land registration system went into operation late in the fiscal year. This new system will replace the current "paper based" system in several more counties in 2003-04 and is anticipated to be implemented province-wide by early 2005.

Just as important as the "front line" services the Department provides to its customers, is all the work that goes on in the back offices to ensure that the data is accurate, timely and secure. International developments two years ago have caused an increased focus on the security of vital event data and documents. SNSMR through its Vital Statistics office is one of the leading jurisdictions when it comes to the safety and security of its documents and data. In response to recommendations of the Vital Statistics Council for Canada (VSCC), legislative and policy changes went in to effect in February 2002 to increase security around the issuance of birth certificates. In the 2002-03 fiscal year, further enhancements to address concerns raised by the council's security committee were carried out. Of 17 recommendations made by the committee, Nova Scotia had implemented 13 either fully or partially by April, 2003.

The Department's work on authentication and security was also facilitated by its collaboration on inter-jurisdictional bodies that deal with particular identity documents. Work was carried out in 2002-03 within the Canadian Council of Motor Transport Administrators (CCMTA) and the American Association of Motor Vehicle Administrators (AAMVA) to improve standardization of drivers' licences and the processes for issuing them. Although much of this work is never witnessed by the public, it is critical to the high level of service the Department provides to its customers.

Just as important to the Department's mandate as service delivery is the need to ensure that the Province's common interests with its 55 municipal units are promoted. On the financial side, the Department implemented a new municipal equalization formula that provided for a fairer share of taxes to be paid to municipalities by Nova Scotia Power Inc. The quality and value of the assessment roll has been improving in each of the last four years, which means that the municipalities have a more predictable revenue base upon which to base their budget estimates. In addition, the Department provided funding assistance to municipalities under the Canada-Nova Scotia Infrastructure Program, the Community Transportation Assistance Program (CTAP), the Accessible Transportation Assistance Program (ATAP) and the Municipal Drinking Water Supply - Planning Assistance Program. In total, the Department provided almost $21 million to municipalities under these four programs during 2002-03.

Several important amendments to *Acts* that authorize municipal government activities were prepared by the Department to assist municipal governments' with improving their operations. The Department proposed amendments to the *Municipal Elections Act* , the *Municipal Government Act* and the *Municipal Grants Act* during the fiscal year. While many of the changes were of a housekeeping nature, substantive changes were also made. These included allowing adequate time for the next municipal and school board elections scheduled for October, 2004 and giving a council the ability to seek damages from a councillor or staff member who leaked information from an in-camera meeting that resulted in financial loss to a municipality. These amendments were passed during the Spring, 2003 sitting of the Legislature.

The Department's Mission specifically refers to maintaining the public interest in the program areas administered by the Department. Highlights of activities in this area include the approval of regulations respecting internet sales contracts in June 2002. Efforts within the area of landlord/tenant relationships were focused on the transition of residential tenancy appeals to Small Claims Court, and on enhancing the decision-making skills of Residential Tenancy Officers during 2002-03. The Consumer Information web site was kept up-to-date with new information and links as appropriate. Finally, a new process for addressing consumer complaints was developed and implemented that allows complaints to be efficiently resolved or referred.

It is also important to note that several accomplishments were made in addition to those items identified in the Business Plan. For example, the Department worked closely with the Royal Canadian Legion, Nova Scotia Command to design, develop and issue special licence plates to our deserving veterans.

A more detailed discussion of the 2002-03 achievements of the Department is provided below, organized by the core business and priorities that the Department stated it would undertake in its 2002-03 Business Plan.

4. DEPARTMENT ACHIEVEMENTS - PRIORITIES FOR 2002-2003

Core Businesses

1. Program Management and Corporate Services - provides the program development, enforcement and public awareness functions of the Department in the areas of driver and vehicle safety, consumer and business policy, taxation, registries and support services such as facilities management, debt collection, policy development and quality assurance. The following priorities are intended to increase revenues to the Department and government, and to improve the fairness, effectiveness and efficiency of the programs offered by the Department.

- **Increase the number of Department of Economic Development portfolios within the umbrella of the SNSMR debt collection unit and develop initiatives to attract the debt portfolios of other departments to SNSMR.**

An additional portfolio of Department of Economic Development, the Community Loan Business Program, was assigned to SNSMR for the collection of past due accounts during 2002-03. This includes ongoing monitoring of the up-to-date receivables to ensure the agreements to repay entered into with the Department of Economic Development at the time the money was loaned to the debtor are honoured for the duration of the contract.

As part of the APD strategy outline below to increase awareness and understanding of alternative program delivery options across government, is a presentation to all department heads and Deputy Ministers to have all past due accounts within their departments assigned to SNSMR for collection recovery during 2003-04.

- **Reduce the number of deaths and injuries as a result of motor vehicle operation by:**

- **strengthening deterrents on drinking drivers**
- **introducing stricter safety compliance requirements on commercial carriers**
- **implementing measures to enhance the safety of passengers in motor vehicles**
- **improving driver training**
- **reducing the number of high risk drivers on the road via several initiatives, and,**
- **implementing stricter vehicle inspection requirements.**

During the fiscal year 2002-03, the Department continued to pursue legislation to introduce the installation of ignition interlock devices on all vehicles where the person's drivers license had recently been reinstated from a revocation due to a conviction for an alcohol related offense. In addition, preliminary work was done to research regulations which would be required to facilitate the implementation of vehicle impoundment legislation passed in 1998.

Commercial carriers continued to be a priority and the Department participated in national discussions to ensure a consistent inter-jurisdictional carrier safety fitness rating. Drafting of a new regulation to reflect the national standard on this rating was commenced. Work was also conducted in the areas of load securement and drivers hours of service. New federal regulations on the transportation of dangerous goods where adopted by reference for use in the province.

The Department reviewed recommendations from the Road Safety Advisory Committee concerning the removal of most seat belt exemptions from the *Motor Vehicle Act*. The Department concurred with this recommendation and will propose this action in a future legislative amendment. The use of child restraint devices was also reviewed and a recommendation to require booster seats for children between the ages if 6 to 9 years of age was proposed.

A review of the regulations concerning driver training schools continued during this period and several drafts of a new regulation where reviewed and enhanced. The Motor Vehicle Inspection Program continues to be monitored and proposed regulation changes are being considered.

Driver inattention continues to be a concern of the Department and reviewing of international research related to the topic is an ongoing activity. In addition, legislative initiatives of various jurisdictions are being monitored and considered for adoption by the Government.

- **Increase consumer protection through such means as implementing internet sales regulations and new cost of credit disclosure provisions, improving the mediation process in tenant-landlord relationships and by making access to consumer information easier.**

Regulations respecting internet sales contracts were approved in June, 2002. Businesses were advised of the new regulations through an advertisement, and details could be found on the government web site. The regulations are expected to come into effect later in 2003. As part of a country-wide harmonization initiative, work was begun on drafting cost of credit disclosure regulations to ensure consumers receive fair, accurate, timely and comparable information about their credit options.

Development of measures to improve the residential tenancy mediation process for landlord/tenant

relationships was begun. In addition, efforts in 2002-03 were focussed on the transition of residential tenancy appeals to Small Claims Court, and on enhancing the decision-making skills of Residential Tenancy Officers.

The Consumer Information web site was kept up-to-date with new information and links as appropriate. Ongoing training was provided for call centre staff who answer consumer complaints and inquiries. This training helps staff understand the various Acts that provide consumer protection, and helps familiarize them with external resources.

Finally, a new process for addressing consumer complaints was developed and implemented that allows complaints to be efficiently resolved or referred, and that also tracks consumer complaints for analysis.

- **Improve the exchange of fuel tax information with other jurisdictions and, in conjunction with Aboriginal Affairs and the Department of Finance, develop a fairer and more efficient fuel tax exemption system.**

In cooperation with the Canada Customs and Revenue Agency (CCRA) and representatives from other provinces and industry, a Memorandum of Understanding (MOU) template has been designed for fuel tax information sharing with the CCRA. This template will be used by all of the provinces, as the CCRA moves through the process of updating its MOUs.

In regard to aboriginal taxation issues, the Nova Scotia Indian Fuel Tax Exemption Program (NSIFTEP) commenced with the first installation of a Point Of Sale (POS) system on the Eskasoni Reserve on March 27, 2003. All 12 service stations on-reserve have entered into an agreement with the Province to have a POS system installed that provides a fuel tax exemption at the time of sale. Currently there are approximately 3,200 status Indians who are registered under the NSIFTEP.

With respect to settlements for past fuel tax liabilities, settlements are in place for seven of the eight qualifying Bands accounting for $19.1M or 97% of the over-all estimated liability. The Province has arrived at agreements for band administered programs with Eskasoni, Waycobah, Acadia, Chapel Island, Glooscap and provincial administered programs for Indian Brook and Millbrook on its outstanding liability to the members of these Bands up to December 31, 2002. Negotiations are ongoing with the Membertou Band.

- **Improve the enforcement of Department programs in the areas of fuel and tobacco sales and consumer and business registrations and undertake initiatives to reduce the underground economy.**

Tobacco taxes were increased on April 5, 2002 and January 9, 2003 with cigarette taxes increasing by $5.00 per carton each time. As with the two increases in 2001-02, tobacco inventories held by wholesalers and retailers at the time of the increases had to be accounted for and the additional taxes remitted. This generated almost $2 million in additional tax revenue. By consistently requiring taxes be remitted on the inventories this prevented large scale advance purchases of tobacco products at lower prices. Tobacco volumes are down approximately 15% from 2000-01, with the larger decreases in cigarette consumption partly offset by shifts to lower cost tobacco sticks and fine cut

tobacco. The Canadian Tobacco Steering Group has undertaken efforts to monitor illegal tobacco activities and enhancing tobacco markings. In addition, SNSMR is jointly working with law enforcement agencies, CCRA and other jurisdictions to monitor illegal tobacco activities.

The federal *Indian Act* provides for an exemption from sales tax for gasoline and diesel oil purchases on-reserve by status Indians. The Province did not have a system to provide this exemption. To address this, the Province developed and implemented the Nova Scotia Indian Fuel Tax Exemption Program (NSIFTEP) in late March, 2003. The NSIFTEP is an automated Point of Sale system which uses the NS driver's licence to trigger the tax exemption. The system is administratively efficient and convenient to use for the consumer, service station operator and the Province while providing control over access to the program through the use of the driver's licence.

The Province worked with CCRA on local and national Underground Economy (UE) committees. The NS-CCRA UE Committee conducted two town visitations with the objective of educating the business community as to their legislative requirements and to obtain leads for further investigation. A joint NS-CCRA tobacco working group, including representatives of the local RCMP was established to address tobacco tax avoidance schemes.

The Province is a partner in the National Underground Economy Working Group, a joint Provincial-Federal initiative to develop strategies and action plans to identify and address issues on UE. A joint public opinion research project has been set up that will establish a base-line measure of Canadians' awareness, attitudes, and behaviour regarding tax compliance and, in particular, the underground economy. It will provide a basis upon which to measure or refine the development and delivery of strategies, including communication, education, and enforcement regarding the underground economy.

The Audit and Enforcement section became responsible for enforcing various business licensing programs in 2001-02. One staff person was assigned to these programs and due to other priorities very few inspections had been done for some time. Re-establishing this program and allocating addition resources has resulted in a significant increase in the number of inspections and investigations done over the past two years

- **Improve planning and accountability in the Department by developing more inclusive business planning processes, accountability systems, increased effectiveness of program management systems and processes through more data and information collection, quality assurance initiatives and analysis of consumer complaints and inquiries.**

During the 2002-03 business planning cycle (preparation of the 2003-04 business plan) the Department improved several facets of its planning process. The planning framework itself was modified to provide clearer direction to the managers and staff involved in business planning. It was also expanded to include key operational action plans and the identification of cross-divisional initiatives to assist those divisions impacted by initiatives of another division. In addition, the process was made more inclusive as approximately 20% of staff were directly involved in the planning process, up from about 10% the year before.

The chief improvement undertaken by the Department in terms of accountability reporting was to

build upon the performance measures identified in 2002-03 with an improved suite of measures in the 2003-04 Business Plan. These improved measures form the basis of the performance reported upon in Section 8 (and Appendix 1) of this year's Accountability Report.

In addition to these performance measures reported to the public, managers also collect additional performance and operational type measures for internal management purposes. These latter measures provide data to managers to allow them to evaluate the effectiveness, efficiency, quality and other facets of the programs provided by the Department. These measures are operationally based and are therefore not typically of interest to the public. The measures are most often referred to when a program is evaluated.

Also during the year, a previously established measurement framework was used to identify measures to evaluate the performance of a major program of the Department, the Registry of Joint Stock Companies. Once approved by management, these measures will become an important indicator of the performance of the program for the public as well as the managers involved in operating this program.

Development of a corporate quality assurance initiative was begun in 2002-03. A project plan was developed and with the hiring of a summer student the project got underway early in the new fiscal year.

The item related to analysis of consumer complaints and inquiries has been addressed under the consumer protection priority discussed above.

- **Develop, with the Economic Development Office, a policy framework for delivering e-services addressing authentication, non-repudiation, e-signatures and privacy issues raised in these areas by the use of the internet.**

A framework research document was completed. Criteria and work sheets were developed for assigning trust levels for government services provided via the Internet. Interviews with program administrators were conducted to assign trust levels for internet services currently offered on-line.

Staff participated in Federal/Provincial initiatives concerning electronic service policy, including a Common Certification Authority Business Planning project. This project involves planning for the establishment of an Internet based, national Public Key Infrastructure.

- **Review and modify authentication and security policy for credentialing documents such as birth certificates, driver's licence and photo identifications.**

The Province was and continues to be a participant in the Federal/Provincial/Territorial Council on Identity in Canada, which published a policy framework in November, 2002 to govern identity policy and related operational processes. The goals of the framework are to protect the public from identity theft and identity fraud, and to facilitate quality service. The Department is working to gain formal recognition of the framework within Nova Scotia by inserting it in the management manuals.

The Department's work on authentication and security was also facilitated by its collaboration on

inter-jurisdictional bodies that deal with particular identity documents. Work was carried out in 2002-03 within the Canadian Council of Motor Transport Administrators (CCMTA) and the American Association of Motor Vehicle Administrators (AAMVA) to improve standardization of drivers' licences and the processes for issuing them. In response to recommendations of the Vital Statistics Council for Canada (VSCC), legislative and policy changes went in to effect in February 2002 to increase security around the issuance of birth certificates. In the 2002-03 fiscal year, further enhancements to address concerns raised by the council's security committee were carried out. Of 17 recommendations made by the committee, Nova Scotia had implemented 13 either fully or partially by April, 2003.

2. Service Delivery: The Service Delivery Division provides the majority of the direct interaction with customers on behalf of the Department. The Division is responsible for the Department Call Centre and Access Nova Scotia and Registry of Motor Vehicle offices across the province, along with provision of e-services for customers. The following priorities are intended to improve the quality of service delivery by increasing the utilization of existing physical locations, improving staff training, and by expanding e-service options.

- **Develop additional, user friendly, customer appropriate information and transaction services through electronic service channels including an enhanced web navigation process and the improved organization of information and services currently located on the Department website.**

The Department was able to complete development of several new online service offerings during the 2002-03 fiscal year, including the ability to electronically pay outstanding motor vehicle fines, purchase appointment receipts for driver examinations and submit a joint change of mailing address request for the Registry of Motor Vehicles, HRM, the Health Card system and online property services. Implementation of these applications was held up during contract negotiations with the Department's online services vendor and will all be implemented during the early portion of the 2003-04 fiscal year.

Significant development was also completed on the Department's enhanced web navigation process. The employee portion of the SAP Portal structure is anticipated to be finalized and implemented during the middle portion of the 2003-04 fiscal year. As well, the Department was able to launch an upgraded "Ask Joe Howe" search engine (powered by Google), providing greatly enhanced search capacity and accuracy. The "Ask Joe Howe" search has been implemented on most Department web sites.

The Department implemented an interim solution to resolve systems problems related to Special Move Permits. An enhanced application is expected to be launched in early 2003-04, which will make the application for an over-dimensional or over-weight permit easier for the customer.

A "Nova Scotia Place Names" internet application was developed and launched during the year, providing access to the official Geographic Names database.

SNSMR developed a proposal to Natural Resources Canada for Nova Scotia's participation in the national GeoBase initiative to make basic topographic data freely available to users on the internet.

Negotiations are expected to be concluded in 2003-04.

The four Atlantic Provinces concluded negotiations for a Personal Property Registry (PPR) systems development plan with Unisys/ACOL to provide consumers and businesses with internet access to vehicle lien information maintained within the provincial PPR databases. Users such as automobile dealers and consumers buying used cars will be able to search the PPR on-line by Vehicle Identification Number (VIN), and make payments by credit card. The anticipated release date of this new Lien Check service is Spring, 2004.

- **Maintain service at in-person locations by ensuring that appropriate staff and equipment are available to meet customer demand.**

Meeting customer demand for in-person service is very important to the Department. As such, the Department has developed various service level targets and measures, such as:

- 80% of in person customers served within 10 minutes, (achieved 74%)
- 80% of phone calls to the Department's Call Centre answered within 20 seconds, (achieved 87%)
- 100% of driver road test appointments booked within 5 weeks of request (achieved 99%), and
- 100% of residential hearings held within 4 weeks of request (achieved 89%).

- **Update the training of staff.**

The Service Delivery Division continued to focus on the training and development of staff throughout the 2002-03 fiscal year. The Division employed numerous approaches to carrying out its training and development priorities, such as:

- annual seminars for the driver enhancement and residential tenancy program areas,
- promotion of new policies, procedures and training materials through a searchable, electronic, divisional Intranet database,
- conducting regular staff meetings in all service centres throughout the province,
- conducting regular development meetings with the Senior Customer Service Representative (supervisory) team, and
- sponsoring external educational activities.

- **Establish Registry of Motor Vehicle services in Richmond and Hants Counties through co-location with other Department services.**

The Service Delivery Division was able to establish new or enhanced services in several communities during the 2002-03 fiscal year. New Access Nova Scotia Centres were established in Port Hawkesbury and Yarmouth, which combined existing Registry of Motor Vehicle services with other traditional Access Nova Scotia services under one roof. Service Delivery was also able to establish part-time Registry of Motor Vehicle services within a new Registry of Deeds location in the community of Windsor. As well, construction was completed on a new part-time Registry of Motor Vehicles location within the community of Sheet Harbour, during the 2002-03 fiscal year and

opened in April, 2003. Richmond County residents continue to be served by the Access NS office in Port Hawkesbury.

3. Registry and Information Management Services: Delivers four programs on behalf of the Department including geographic information services, property registration, information management services and business and consumer registrations. The Division also leads two strategic reform initiatives, the Registry 2000 project and the Nova Scotia Business Registry (NSBR). The following priorities are intended to improve registration processes, to enhance quality, access and security to the Department's data and information holdings, and to enable sharing of data among other government departments and agencies:

- **Implement the land titles system (Registry 2000) in Colchester County as a first site and prepare for province-wide roll-out; improve systems and processes in the Registry of Deeds.**

In March, 2003 the new land registration system was implemented in Colchester County. The *Land Registration Act (LRA),* which had been passed in June, 2001 was amended in the spring of 2002 to incorporate many suggestions received from stakeholders. Regulations, forms, policies, and procedures were prepared in consultation with system users such as lawyers, realtors, bankers, title searchers, surveyors, development officers and staff to ensure that the business processes would be as efficient and effective as possible. The new technology platform acquired from CARIS Universal Systems Ltd., was modified and reshaped to fit the Nova Scotia requirements. This aspect of the project was managed by the Registry 2000 implementation partner, Eastbridge Consulting Inc. in conjunction with property registration staff. A comprehensive training initiative and communications strategy, designed to ensure that all system users were well informed and educated regarding the changes to the system, were designed and implemented.

- **Improve internal and inter-agency data exchange in vital statistics, geographic data and property data.**

Vital Statistics

There has been an increased focus on the security of the vital event data and documents. Service Nova Scotia and Municipal Relations - Vital Statistics is one of the leading units when it comes to the safety and security of its documents and data. The Security Committee of the Vital Statistics Council for Canada developed 17 recommendations for review by all Canadian jurisdictions. Nova Scotia implemented 13 of the 17 recommendations in 2001-02 and 2002-03. The remaining require more development or consultation at the national level.

Highlights of the recommendations implemented in 2002-03 include:

- enhancement of existing staff orientation and education programs regarding security
- review and improvement of internal system security procedures with redefined access restrictions
- discussions with the Passport Office to explore electronic links between systems for validation of birth certificates presented with Canadian passport applications
- improved certificate inventory control through system changes and changes to physical

storage and access

The Passport Office and SNSMR met in October, 2002 to discuss potential electronic data exchange. This electronic link between Vital Statistics and the Passport Office would assist in the validation of birth certificate information presented at the time of application for a passport. A Letter of Intent was signed, and a draft Memorandum of Understanding prepared for the implementation of a project. If approved, the estimated completion date for the project is December, 2004. The Passport Office is seeking funding approval from the federal Treasury Board.

Geographic Data

A draft business plan for a GeoNOVA Portal was developed to achieve the vision of providing desktop access to geographic information in five years. GeoConnections and the Canadian Geospatial Data Infrastructure (CGDI) agreed to provide funding for the GeoNOVA Portal Architecture design. An request for proposals was issued in January 2003, with scheduled completion of the architecture design targeted for the first quarter of 2003-2004. GeoNOVA initiated preliminary negotiation of a two year, jointly funded SNSMR/GeoConnections Metadata project.

Several data sharing projects were completed in 2002-03 with federal departments, including Natural Resources Canada, Statistics Canada and Elections Canada. These initiatives reduce duplication and improve the quality of information used to support multiple government programs.

GeoNOVA supported the Office of Economic Development in the use of GIS as a decision support tool for the Community Access Program (CAP) site selection and maintenance.

Significant progress was achieved in developing a comprehensive data sharing/exchange agreement with HRM and CBRM. Negotiations are expected to conclude in 2003-04.

Property Data

Discussions continued with various property registration stakeholders (other agencies, departments, levels of government and external clients) regarding possible linkages that could be added to the new land registration system. These discussions resulted in municipal tax information for the Town of Truro and Colchester County being linked to the online property information system. Subscribers to the online system were also provided with a new version of this remote electronic search tool. The new version includes many new features and provides users with access to added electronic data, which will reduce the requirement for in-person registry visits.

- **Streamline back-office processes and maximize effectiveness of automation in Vital Statistics and Business Registrations.**

The Nova Scotia Business Registry (NSBR) provides one electronic window for businesses to conclude many of their license, registration and permit requirements with the Department of Service Nova Scotia and Municipal Relations, the NS Workers' Compensation Board, the federal Canada Customs and Revenue Agency and the NS Department of Environment and Labour. The NSBR had almost 1600 subscribers and by March, 2003 had processed approximately 150,000 transactions for business. The NSBR continued to develop and expand its services. Service improvements in 2002-

03 included the online provision of clearance letters on behalf of the Workers' Compensation Board, and the addition of three types of fuel safety licenses on behalf of the Department of Environment and Labour. Other improvements were made to streamline the handling of applications and payments through the NSBR to other back office functions to improve internal efficiencies.

The Business Registration Unit (BRU) is responsible for the registration and processing of licences, permits, registrations and certifications for this and other government departments. In 2002-03, a review was completed of existing business and financial processes which will assist with the training of new employees and existing employees and allow for the identification and implementation of process improvements. In assuming responsibility for fuel safety licences and permits from Environment and Labour, a Service Level Agreement (SLA) has been developed.

- **Strengthen the interdepartmental and intergovernmental participation in the province's geographic information system: GeoNOVA.**

A new GeoNOVA governance structure (GeoNOVA Steering Committee) was created, and includes representatives from five provincial departments, two municipal units and the College of Geographic Sciences. The Geographic Information section was restructured to create a Secretariat Office to support the GeoNOVA program.

- **Continue civic address geo-referencing in six counties to support multiple provincial and municipal requirements such as E-911 and permitting.**

Data collection was completed in Pictou, Antigonish, Guysborough, Inverness, Richmond, Victoria and Cape Breton Counties, and has been made available to provincial agencies. Data collection was initiated in Halifax, Hants, Shelburne and Queens counties. Preparation work was initiated in all remaining counties of Colchester, Digby, Annapolis, Kings, Lunenburg and Yarmouth. Cumberland county was completed in 2001-02. File maintenance and improvement is ongoing in all five municipalities in Cumberland, as well as Cape Breton.

- **Prepare service level agreements for half of the department's major applications and initiate an enterprise architecture plan for the department.**

Service Level Agreements

In consultation with internal service providers, the Department developed a framework agreement (*"SNSMR Internal Service Level Agreement (SLA) for Application Services / Version 1.0"*) that will be used for managing application support for all of SNSMR's major business applications. Two applications, Lobbyist Registry and Registry of Statistical Information and Events (ROSIE) are now being managed under this SLA and a plan has been developed to bring in the remainder of SNSMR's internal business applications in fiscal year 2003-04.

A service level agreement with Corporate Information Technology Operations (CITO) was completed for Registry 2000.

An Infrastructure Service Level Agreement was developed which will be used to manage the services related to the Department's Local Area Networks and Desktop Computer infrastructure.

This will be implemented early in 2003-04.

Enterprise Architecture

The core elements of an Enterprise Architecture are business, data, application, and technology architectures. The high-level business architecture has been completed and documented, and work will continue in conjunction with the Program Inventory and Costing Initiative (PICI) to complete a detailed Business Reference Model. Baseline Application Architectures describing the key application and technology components have also been completed for the Registry of Motor Vehicles, Vital Statistics, and NSBR systems. These will be used to assist in planning the implementation of a number of initiatives including the Passport Office E-Links connection to Vital Statistics for Birth Certificate validation and a National Routing System with other jurisdictions, Point of Sale for RMV, and external access to RMV information by law enforcement agencies. Enterprise Application Integration (EAI) technology has also successfully evaluated to allow web-based access to legacy systems and information.

- **Increase the number of business clients who can complete necessary licensing requirements through the NSBR to thirty-five per cent.**

During 2002-03, SNSMR through the Nova Scotia Business Registry (NSBR) began offering service delivery on behalf of the Public Safety (Fuel Safety) division of Environment and Labour (DEL). This increases the percentage of Nova Scotians able to meet all their business licensing requirements met through the NSBR to 32%. Discussions are underway to deliver licensing support to DEL's Elevators and Lifts licences later in 2003. Considerable discussion took place with the Alcohol and Gaming Authority and the Fire Marshall's office. SNSMR continues to pursue opportunities for its on-line and physical service infrastructure, such as the NSBR, for the benefit of other provincial departments.

4. Municipal Services: Manages the Province's relationship with, and supports, municipalities by acting as a window into government, providing advice and assistance in areas of administration, financial management, building safety, land use planning, fostering partnerships and administering a variety of operating and capital grant programs. The following priorities are intended to provide high quality advice and other supports to municipalities in order to make them more effective in their operations, improve their financial viability, and to put them on course of sustainable development. In addition, the Department wishes to develop a shared vision on the future role of municipalities over the longer term:

- **Prepare amendments to the *Municipal Elections Act*, the *Municipal Grants Act* and the *Municipal Government Act* to ensure municipalities have a modern legislative framework in which to operate.**

The *Municipal Elections Act* was amended in the Spring, 2003 sitting of the Legislature. With the support of the Union of Nova Scotia Municipalities (UNSM) and the Association of Municipal Administrators, SNSMR established a Committee to review issues that arose during the last several municipal elections. A discussion paper prepared by the Committee was distributed for comment in September, 2002. Following a review of the comments received, Service Nova Scotia and Municipal Relations recommended the changes that were adopted in the

Spring, 2003 sitting allowing adequate time for the next municipal and school board elections scheduled for October, 2004. Among the issues the amendments addressed were requiring mandatory level access at polling stations, providing for a tariff to allow greater recovery of the costs of running school board elections, allowing municipalities to adopt new election methods and technologies by by-law and limiting when a candidate can be present at a polling station (due to public complaints). The *Act* also was amended wherever practical to make it consistent with the Provincial *Elections Act*.

The *Municipal Government Act* was amended in the Spring, 2003 session with the amendments brought forward from a number of different sources. In 2001, the Department contacted all municipal planning directors indicating that it would consider amendments to the sections of the *Act* addressing land use planning. As a result of this, a number of suggestions were received. The Department also responded positively to the Union of Nova Scotia Municipalities resolutions requesting amendments as well as from individual municipalities. Although primarily of a housekeeping nature, a number of the amendments were significant. Among them was giving a council the ability to seek damages of a councillor or staff member who leaked information from an in-camera meeting that resulted in financial loss to a municipality, the removal of the one percent of total tax levy limit a municipality could grant to charity coupled with a requirement that council publish in a local paper the amount of money paid out and to whom; and the provision of additional flexibility in the land use planning process such as permitting site plans to address one and two unit dwellings.

Municipal Grants Act amendments were passed in Spring, 2003 and were made to clarify outdated wordings and sections in the *Act* and bring it in line with current Departmental practices. The amendments were developed by an in-house committee of staff and solicitors and had Union of Nova Scotia Municipalities support.

- **Develop a comprehensive municipal viability strategy and implement a revised equalization formula for municipalities.**

One of Service Nova Scotia and Municipal Relations key roles is the ongoing monitoring and review of the viability and overall health of Nova Scotia municipalities.

A review conducted in 2002 of municipal property taxes paid by Nova Scotia Power resulted in legislative changes to the Nova Scotia Power Privatization Act that increased NSPI's property tax payment by $10.7 million to $26.4 million with annual increases based on CPI.

In addition, the formula for the distribution of the grant was changed. Funds are now distributed to municipalities based on the amount of NSPI assessment in each municipality and based on the equalization grant formula. The equalization program promotes the long term viability of individual communities and municipal government in general in Nova Scotia.

By distributing NSPI taxes based on assessment and the equalization formula, more municipalities benefit, particularly small towns, some of which are facing financial challenges.

The Minister committed to municipalities that under the new formula no municipality will

receive less than they received in 2001/02 for each of the next two years.

A further review of NSPI taxes was conducted in 2003 resulting in legislative changes that increased NSPI's property taxes to $31 million with annual increases based on CPI. The review indicated that this level of taxation is comparable to other power utilities in the country.

SNSMR continues to work closely with communities experiencing unique problems, to develop viability strategies to meet their particular needs.

- **Refine and implement a municipal indicators rating process, collect the appropriate data for each municipality and determine a baseline rating.**

Indicators for two years are now posted on the Departmental website and there has been very positive response to the program with a number of municipalities reporting that they have made use of the indicators in budget and strategic planning. The purpose of this initiative is to assist municipalities in Nova Scotia to better understand their own internal environment, the changes which are taking place in the external environment and the relationship between the two.

The 41 indicators are organized into four streams: finance, community, governance and general performance. Data is collected by Service Nova Scotia and Municipal Relations and made available publicly through the Department's website. The Municipal Indicators Program will, among other things, facilitate comparisons between municipalities and, it is hoped, encourage the identification and implementation of best practices to improve municipalities' efficiency and effectiveness. As the initiative progresses, these indicators will facilitate a more strategic approach to municipal policy making at both the provincial and municipal levels.

- **Support sustainable municipal development by providing cost effective planning assistance.**

The Department provides planning assistance to municipalities in a variety of ways. In addition to day-to-day advice it provides directly to councillors, planners and development officers, the Municipal Services Division completed a Model Land Use Bylaw, a Model Water Supply Watershed Planning Bylaw and a Model Gas Pipeline Construction Standards Manual. These documents act as reference manuals for municipalities, and allow for a cost effective means of sharing information.

In terms of financial support, the Department has a cost sharing program in place directed at municipal water supply watershed planning efforts. Any municipality can apply for funding to carry out studies and prepare planning documents for the purpose of protecting municipal drinking water resources. The Department also participated, financially , in the development of the HRM Capital Cost Contribution Bylaw Background Study. This bylaw will enable Halifax Regional Municipality to limit its exposure to upgraded infrastructure costs due to development growth. A model bylaw is being prepared, based upon this work, that will be a guide for other municipalities.

The Department has also been working closely with the municipal governments in the Strait Area

to develop a new planning cooperation model to allow these municipalities to take best advantage of the development opportunities presented by the gas industry.

Service Nova Scotia and Municipal Relations has also prepared amendments to the Provincial Subdivision regulations in order to keep them current and to meet the needs of municipalities.

- **Undertake initiatives to improve the quality of municipal infrastructure with a special focus on green projects (cost shared with the federal government) and implement inclusive transportation systems in five rural areas.**

Canada-Nova Scotia Infrastructure Program - During fiscal year 2002-03 the Province committed $20,490,282 towards 35 projects, bringing the total Provincial commitment under the program to $46,006,358 for 94 projects and 72% of the Provincial funding for the six year program. The majority of the funding is directed to green projects, designed to ensure effective wastewater management and safe drinking water. Under the $195 million, six-year program, the federal, provincial and municipal levels of government each invest one-third of the cost of a project.

Inclusive Transportation - As of March 31, 2003, the Province committed $326,524 towards 7 rural community transportation services, or 50% of the Community Transportation Assistance Program (CTAP) provincial budget.

The Accessible Transportation Assistance Program (ATAP) - $50,000, or 100% of the total program budget for the purchase or conversion of accessible vehicles in the province was committed by the end of the fiscal year 2002-03.

Municipal Drinking Water Supply - Planning Assistance Program: In the 2002-03 fiscal year, just under $70,000 of provincial funding was committed to projects under this program, which is designed to assist municipalities in the preparation of planning documents (municipal planning strategies and land use by-laws) that help protect the source water for their municipal drinking water supplies. During the 2002-03 fiscal year five projects were for groundwater supplies and two for surface water. The work associated with the funding contributes to the development of planning documents as well as more comprehensive protection strategies for these water supplies. All of these activities are consistent with the Province's Drinking Water Strategy.

- **Formally commence, establish a project team and develop a work plan and consultation process in order to initiate a broad based, consensus-built vision for the future of local governance in Nova Scotia.**

As a first step the Department and the Union of Nova Scotia Municipalities initiated a project to develop "Guiding Principles" to assist in framing the relationship between the UNSM and the Province. Through the efforts of a facilitator, a background paper was prepared and workshops were held with all parties as a first step in the process.

A report will be prepared reflecting the views of the participants in the workshop and the principles that can help guide the relationship between the Union of Nova Scotia Municipalities and the Province.

- **Support municipal e-government initiatives to allow for better service delivery to all municipalities of the province.**

Research has indicated Nova Scotia municipalities rate very well in the area of e-government when compared to the rest of Canada. A number of Nova Scotian municipalities and the Association of Municipal Administrators expressed an interest in working with SNSMR to maintain this lead in e-government, and to venture further in the provision of e-Government services and participate in joint projects.

As a result of this joint venture, SNSMR contracted CGI to prepare a "How To" manual to provide guidance for all municipal units wishing to initiate or further develop their e-Government services. CGI was selected because of their many years of direct experience working with government organizations around the world developing e-government systems, such as the Ontario and Alberta Governments, PWGSC, and Service New Brunswick. As well, CGI and British Telecom have joined forces to service Local Authorities in the United Kingdom.

In August 2002, a 130 page document, *Transition to Single-Window Government (e-Government)* by CGI was published in the *Local Government Resource Handbook* and sent to all municipalities.

- **Review standards, maintain processes and meet other requirements for an improved non-resident land ownership inventory.**

The *Land Registration Act* provides an effective means of tracking non-resident land ownership. Through the new *Act*, all non-residents (those who reside outside the province for more than 183 days) will be required to declare their country of residence when a property is registered. Since March 24, 2003 when the *Act* was proclaimed, the statement of residency has been captured and as of December 1, 2003 will be shown in the parcel register in Property Online. The new *Act* was put in place in Cumberland county in 2002 as a pilot project and it is expected that all counties of Nova Scotia will be covered by early 2005.

5. Alternative Program Delivery: Responsible for the development of partnerships to deliver services on behalf of other government departments and to manage arrangements with non-government agencies to deliver services on behalf of government. It also includes Assessment Services which prepares assessments for municipalities as well as files and defends the assessments across the province. The following priorities are intended to make this business unit the lead for government in developing alternate service delivery mechanisms by developing partnerships that result in quality, cost-effective services to Nova Scotians and recommendations from reviews that provide the most efficient and effective use of government resources. It also intends to provide a high quality assessment service that provides a reliable and stable assessment roll to each of the 55 municipalities:

- **Develop a strategy for Alternative Program Delivery (APD) for government, including a marketing strategy and a candidate assessment methodology and implement the marketing strategy.**

A strategy, with associated approach and methodology, is being developed by the division to increase awareness and understanding of APD options across government. The strategy will also serve to build the confidence of stakeholders with regard the ability of the Department to enter into successful APD/Partnering arrangements. These deliverables will be shared with our potential partners across government.

To this end, in 2002-03, the APD Division surveyed senior governmental officials and potential APD partners to better understand key areas of interest and the perceptions of these stakeholders towards entering into partnership arrangements with SNSMR. Also, the APD Division undertook primary research into a variety of approaches and methodologies used by public sector organizations elsewhere in Canada, the UK, Australia and the United States.

Finally, the APD Division prepared to undertake a service delivery inventory to create a composite description of the scope and scale of services provided via the various service delivery channels managed by SNSMR.

- **Begin a process to migrate licenses, permits and registrations from the Departments of Environment and Labour and Agriculture and Fisheries (112 approvals in total).**

In 2002-03 the APD Division worked on expanding partnerships with the Public Safety Division, NS Department of Environment and Labour. After conducting a number of reviews to identify partnership opportunities between the departments, the two organizations proceeded to design, develop and implement several licenses and permits using SNSMR's infrastructure (e.g Fuel Safety and Elevator and Lifts Licenses). A number of other partnership opportunities between the departments were also evaluated.

- **Complete an APD review and recommendation of the Assessment Services Program and Commercial Vehicle Compliance Program, including subsequent implementation and transition, if warranted.**

Over the 2002-03 fiscal year, the APD Division was involved in the project management of major APD reviews of the Assessment Services Program and the Commercial Vehicle Compliance Program.

Regarding the review of the Assessment Services Program, in 2001-02, a report and recommendation was prepared and sent to the Departmental Executive Directors, the Deputy Minister and Minister for the appropriate review and decisions on how to proceed. In 2002-03, additional work was done to further define the delivery mechanism and develop recommendations on governance, accountability, human resources and transition issues.

In 2002-03, a review of the Commercial Vehicle Compliance Program was completed and a recommendation was made to Cabinet on how to proceed. Cabinet approval was obtained contingent upon agreement by the Federal Solicitor General. A request was then made to the Federal Solicitor General to enter into a partnership arrangement with the Province to deliver the program within the context of the RCMP policing contract. The Solicitor General determined that the Commercial Vehicle Compliance Program was outside the scope of the existing policing

contract and therefore did not accept the proposed partnership. More recently, the Department and the RCMP entered into an agreement for the joint enforcement of the Commercial Vehicle Compliance program.

In addition to the above noted reviews, the Division also conducted a review of the Debtor's Assistance Program to determine if SNSMR should continue to play a role in the delivery of this program. The Department recently decided to continue delivering the program in the interim with plans to re-evaluate the program in 2-3 years.

Finally, the Division investigated opportunities regarding Default Loans with the Department of Finance and the creation of Labour Standards Clearance Letters with the Department of Environment and Labour. At the present time, these opportunities are not being pursued.

- **Through the use of partnership arrangements with other stakeholder departments, develop a single window for services related to bereaved individuals and families.**

In 2002-03, the APD Division continued to partner with a number of federal departments in the Bereavement/Compassion Service Clustering Project. The objective of this initiative is to identify ways to improve access to government's programs and services required in the event of a death.

Key activities included the development of a terms of reference and a detailed work plan. Also, extensive research and information gathering was done as a prelude to consultation with the funeral industry and the citizens of Nova Scotia. And finally, a government-wide scan was conducted to identify those services that should be included within the scope of the project and focus groups were conducted with the general public on the opportunity.

The Bereavement/Compassion project is currently slated for implementation in 2003-04.

- **Represent SNSMR in identifying and developing partnership opportunities with Nova Scotia municipalities.**

The APD Division has an on-going role in the facilitation of the Partners in Public Service (PIPS) initiative. This partnership arrangement includes nine organizations working together to identify opportunities to achieve economies of scale by leveraging and/or sharing service delivery infrastructure(s) in the Cape Breton Regional Municipality (CBRM).

Previously, the participants developed an extensive list of partnership opportunities and a sub-committee was struck to identify and recommend those which would provide the most benefit and should be further investigated.

In 2002-03, the sub-committee qualified and quantified the anticipated benefits of a number of possible shared-service delivery partnerships. Also, a new governance structure was developed to enable the partners to obtain senior management approvals to initiate and conduct formal evaluations of high-potential partnership opportunities.

The APD division participated in a workshop with the Municipal Services Division to develop an approach towards establishing partnerships with municipalities for the delivery of services to citizens.

The Division was also represented on the Steering Committee which established an e-government assessment template for municipalities.

- **Provide property owners, municipal units and department staff access to the formal and preliminary assessment roll via call centres during the appeal period.**

In June 2002 and January 2003 the Assessment Services unit implemented call centres to assist in managing inquiries and providing access to data for both the preliminary 2003 and formal 2003 assessment roll.

- **Develop a client relations strategy regarding assessments that includes a more proactive media approach, heightened visibility in communities, more informative assessment notices and a mediation mechanism for appeals.**

In June of 2002 the Assessment Services unit provided preliminary assessment data for the 2003 assessment file to municipal units and property owners. This process provides for a consultation period and reduces the requirements for a formal appeal. Property owners were provided with information on how the valuation was conducted. As part of this preliminary roll and also for the formal 2003 assessment roll, staff received media training and information kits were provided to the print media. The assessment notice has been updated to include more explanation on market valuation and to ensure greater readability. Although a formal mediation mechanism for appeals has not been developed to date, the consultation with property owners has resulted in a reduction in the number of appeals filed.

- **Undertake a number of technology related initiatives that will allow municipal units staff and the public to access the assessment roll and to upgrade the system used for valuing commercial properties in Nova Scotia.**

The Assessment Services unit piloted a municipal access website to provide for greater convenience and more timely access to assessment information. In addition, there have been web- based enhancements that have increased access to internal data for property owners and internal staff. The web-based developments have also improved the turnaround time for inquiry management and expanded the information on client inquiries.

- **Revitalize the Provincial Assessment Inspection Program (PAIP) in specific areas of the province.**

The Provincial Assessment Inspection Program is underway in the Municipality of Clare. Due to funding issues the program has not been expanded further.

- **Other achievements not included in the business plan:**

The Low Income Fuel Assistance (LIFA) program provides low income individuals and families with a rebate of $50 to help defray the high costs of heating oil or propane. The LIFA program was in place in the winters of 1999-2000 and 2000-2001, and was re-offered again in the winter of 2003.

In addition, the Department worked closely with the Royal Canadian Legion, Nova Scotia Command to design, develop and issue special licence plates to our deserving veterans. More special plates are contemplated for other groups in the future.

The Registry and Information Management Division designed and delivered a major training program for over 100 staff related to the new land registration system. Training was also provided to staff on changing security requirements in Vital Statistics and client service training in Business Registration section.

5. INFRASTRUCTURE INVESTMENT STRATEGY

- **The department delivers its programs through major electronic applications which must be updated and harmonized to meet the needs of clients for secure, robust, integrated electronic service. The major applications being addressed in 2002-03 include:**

- **replacement of the DORIS and LORIS systems which support the Registry of Deeds with a new application to support both land registry and land titles requirements**
- **participation in an intergovernmental data sharing initiative on vital statistics**
- **enhancements to the NSBR to improve authentication processes, to expand the number of permits and licences, and to improve on-line tools to assist business**
- **on-line access to vehicle compliance records**
- **improved organization of information and services located on the department's web site.**

A multi-year framework for strategic investment in information technology has been developed which will enable the department to modernize its applications in a manner that is integrated and manageable. This multi-year approach will deliver robust electronic infrastructure to support SNSMR and other departments in meeting the integrated, e-government service delivery expectations of Nova Scotia citizens and businesses. Investment is required to deliver modern, integrated systems to support:

- **on-line delivery of all services through business and citizen oriented portals**
- **a modern secure system for Vital Statistics, with adequate security and linkage to national systems**
- **a point of sale system to enable expanded "one stop" services on behalf of multiple programs**
- **a new Registry of Motor vehicles system which enables cost effective access to information and ensures security of the driver licence as an identification card**

The Department will aggressively explore funding models to support this investment strategy as this investment is required to enable savings in the future without significant deterioration in service levels.

Goal 6 of the Department Business Plan speaks to developing a culture of continuous improvement in the organization and functional areas delivered by SNSMR. One of the major strategies to continuously improve is through the introduction of new technologies and refreshes. The Department has a long term vision (its infrastructure investment strategy) as to where it wants to be in terms of delivering services via electronic applications and what new technologies will be required. Many initiatives in this regard were identified in the 2002-03 Business Plan and were acted upon during the year. However, as stated in that document, electronic services require significant initial investments to realize long term operational streamlining and cost reductions. The Department continues to struggle to increase its investment in these applications. Nonetheless, a number of improvements were made in 2002-03:

- The initial version of the new land registration application, LIN-NS, was launched in February 2003. Provincial rollout of a second version is planned for late 2003 or early 2004.

- In consultation with the Canada Passport Office, the department developed a plan to participate in the E-Links initiative including a technical architecture, data architecture and costing. Implementation is planned for 2004.

- Tangible Capital Asset (TCA) funding was requested for a corporate Point of Sale (POS) solution. TCA funding was not available, and alternative approaches, such as leveraging the ACOL business model, will be considered. To meet pressing business needs, some POS capacity was implemented to support Native Fuel Tax requirements.

- SNSMR developed the Registry of Motor Vehicle (RMV) Baseline Application Architecture which describes the various components of the existing RMV application and the relationships between the various application software components. This will be used to assist in planning the POS implementation for RMV and in developing the Target Application Architecture for RMV.

6. HUMAN RESOURCE DEVELOPMENT - EMPLOYER OF CHOICE

The Department has identified the development of its human resources as an important priority. It wishes to become the employer of choice for current and prospective employees. To be an employer of choice, it is felt the following criteria must be met by the employer for its employees:

- **mutual trust among employees and workers**
- **participation in decision making**
- **a culture of openness regarding information**
- **a healthy and safe work environment**
- **work/life balance**

- **encourage initiative and creativity**
- **opportunities to use and develop skills**

This initiative is Department-wide in that it impacts all the core businesses of the Department and is supported by all the units of the Department, including the Human Resource CSU. Due to the importance of this matter, a number of priorities have been identified for work next fiscal year and an outcome measures template (please see Performance Measurement section) has been prepared to monitor performance towards the Department's goal in this matter.

Human resource development priorities for 2002/2003 include:

- **Implement an enhanced performance management system across the Department, promote awareness of training and secondment opportunities and review performance incentive options with the Public Service Commission (PSC)**

- **Identify positions which have proven difficult to staff and work with the PSC to develop ways to address the problem**

- **Foster closer ties between educational and training facilities and operational management**

- **Work with PSC and line management to develop a succession management plan**

- **Undertake a comprehensive Occupational Health and Safety (OHS) initiative including program refinement, renewing/establishing OHS committees and policies throughout the Department and facilitating training and development for staff and management.**

During 2002-03, the Department undertook numerous initiatives to promote the development of its most important resource - its staff. A recent survey of staff indicates that a large majority of staff are positive towards their work experience in the Department. Although much remains to be done, and succession planning continues to be a looming issue on the medium term horizon of the Department, SNSMR truly endeavours to be an employer of choice.

1. Enhanced Performance Management program (performance reviews, ratings and targets) was launched department-wide in the last quarter of fiscal 2002-03. All levels of management were engaged in the comprehensive training. The enhanced program, which was a mandatory element in support of Pay for Performance, was fully utilized by SNS management in the 2002-03 cycle. The emphasis in this cycle was to strive to comply with the distribution of ratings suggested by the central agency. The following reflects the Rating Levels; Target Ratings; SNS Results; and Corporate Results.

LEVEL	TARGET RATINGS	SNS RESULTS	CORP. RESULTS
5	3%	4%	1%

4____	30%	33%	29%
3	50%	62%	68%
2	16%	1%	2%
1	1%	0%	0%

Other than restricted opportunities, all cross-governmental secondment opportunities were electronically circulated to appropriate staff levels; all training opportunities were promoted throughout the department.

2. Through input from line departments, the PSC has identified categories of 'difficult to fill' positions. The Career Starts and Co-operative programs have been targeted to students in or graduating from these disciplines.

Specifically, SNS has addressed staffing the Assessors' positions through relaxing our qualifications, i.e. Professional Designation, hiring for potential and providing time and funding to attain the designation, augmented by on-the-job training.

3. In consultation with service providers and department managers, created a level of understanding of divisional business objectives and 'tailored' training and development initiatives that more closely met operational needs.

Another outcome of these discussions was an identified need for change leadership capability. In partnership with the International Personnel Management Association (IPMA), and Saint Mary's University, a Change Leadership, four (4) module, certificate program was designed and initiated. Although primarily directed to IPMA membership, the program has been promoted throughout government.

4. Acknowledged as a critical concern across government, the development of a corporate approach to Succession Management is yet to be realized. There is on-going work in this area.

5. The Occupational Health and Safety (OHS) unit of SNSMR undertook several initiatives in 2002-03. The first task early in the fiscal year involved harmonization of the two OHS programs that had existed in the departments brought together to form SNSMR in 2000 and to establish new OHS committees to reflect the new Department. Subsequently, the Department updated and distributed a new OHS program manual in December, 2002. All thirteen OHS Committees have met on a monthly basis and delivered on required OHS Meeting Minutes and Inspection Reports. Beginning in January 2003, OHS Committees meetings were held every two months.

A mandatory Act, Policy and Program Information session was developed and approved by management and delivered to all staff and management across the Department. As well, gap analysis and follow-up training for OHS Committee members was initiated in 2002-03 and will be ongoing and delivered on an as required basis.

Three separate OHS surveys for staff, management, and OHS committee members were carried out in early 2003. The results of these surveys have indicated the successes of the initial phase of the OHS program and where further improvements are required. The results of the survey also

provided baseline data for future measurement of success.

6. An employee survey, similar to that conducted soon after the Department was formed, was reviewed, revised and migrated into an electronic format. The survey was scheduled to be conducted early in the 2003-04 fiscal year.

7. YEAR END DEPARTMENT BUDGET SUMMARY

	2002/03 Estimate ($ Thousands)	2002/03 Actuals ($ Thousands)	2003/04 Estimate ($ Thousands)
Total Program Expenses - Gross	117685	128583.4	129543
Net Program Expenses - Net of Recoveries	92298	94084.9	93161
Salaries & Benefits	41862	39588.4	44552
Funded Staff - Gross FTE's	919.6	863	933.4
Funded Staff - Net FTE's			772.4

Variance Explanations 2002/03 Estimate to 2002/03 Actuals

Total Program Expenses - Gross;

Variance $10,898.4 - due to Canada-NS Infrastructure Grants being budgeted on a net basis and actuals recorded on a gross basis (13.137M); Provincial contribution towards the Halifax Harbour Cleanup Project (2M); Low Income Fuel Tax Rebate Program (1.2M); program grants (1.435M) and various expenditures ($134.4k) off set by savings in salary (2.274M); IT hardware maintenance (1.508M); office rentals ($257k); amortization ($344k); statutory grants ($777k); telecommunications ($329k); data centre charges ($519k); resource mapping ($500k) and other ($500k).

Net Program Expenses - Net of Recoveries

Variance $1,786.9 - due to above variances plus decreases in chargeable to other departments ($1,350M); late payment fees ($231k); misc. recoveries ($2,684M); recoveries from the Municipalities ($857k) offset by increased recoveries from the Government of Canada ($13,657M); Government Departments ($125k); fees and other charges ($289k); prior year recoveries ($134k) and other various increases (28.5k)

Salaries & Benefits

Variance $2,273.6 - due to the strategic delay of filling vacant positions to offset unfunded departmental requirements and pressures.

8. DEPARTMENT PERFORMANCE MEASURES

As with the achievements outlined in Section 4 of this document, SNSMR has made significant progress towards the targets it said it would achieve by 2004-05 for its performance measures. These measures represent the quantitative progress that the Department has made towards its strategic goals.

As the Department and its resources continue to evolve, so too the performance measures that the Department uses to quantify its progress for each goal. These measures will no doubt continue to be refined until the right balance between resources and service delivery is achieved.

The performance measures that were identified in the 2002-03 Business Plan have of necessity and through practical experience, changed somewhat for use in the 2003-04 Business Plan, and will no doubt be further refined in future years. The revisions that have been made in the current set of measures (Appendix 1) underwent less changes than has occurred in previous years. It is anticipated that as the Department's expertise in this area is increased, the number of necessary revisions will diminish.

The presentation in Appendix 1 provides the performance measures identified in the 2003-04 SNSMR Business Plan that the Department intends to track during the current fiscal year and hopefully achieve by the target year of 2004-05. It has been determined that it would be more useful to present data for these new measures rather than the 2002-03 measures, some of which have been revised or discontinued. A narrative provides the reason for selecting the particular measure, how it is calculated, the most recent data available and where the Department wants to be in terms of each measure in the future. These measures may change again, but it is anticipated that any changes will be kept to a minimum.

Furthermore, for this year's Report, an Appendix 2 has also been prepared to reconcile the changes that have occurred in performance measures between 2002-03 and 2003-04. Comments are provided after each 2002-03 measure to inform the reader on the current status of the measure. Most measures remain the same as stated in 2002-03. In some cases, revisions were made to provide greater precision or clarity to the description of the measure - the substance remains the same. Some other measures have been discontinued because the Department feels better measures of its anticipated outcomes have been identified, or it has been determined with practical experience that the proposed measures could not be easily or cost-effectively measured.

Appendix 1 - Performance Measures

Service Delivery Satisfaction

Service Delivery is a core business area of SNSMR. One of the Department's strategic goals is to improve the accessibility and quality of government services. In order to meet the Department's goal, the Service Delivery Division has made it a priority to deploy staff appropriately to meet demand and maintain service levels. It is also a priority to measure and respond to customer satisfaction. Maintaining a pulse on customers' expectations and experiences with the delivery of government services provides the Department with valuable information as to where best to focus attention to continually improve the delivery of services.

What do the measures tell us?

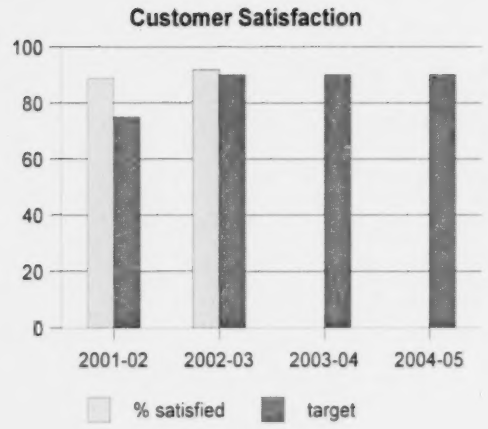
Two measures of customer satisfaction have been selected from customer satisfaction surveys conducted over the past two years. In 2001-02, the survey was conducted by an external organization throughout the year, by visiting various service centres and interviewing customers upon completion of their business. In 2002-03, the survey was conducted internally. One of the measures selected was timeliness of services. To reflect the importance of this measure across different service channels, the measure has been divided into two service level objectives, one for in-person service and the other for telephone services. As well, two new measures have been added this year; wait times for driver licensing road tests and wait times for residential tenancy hearings. The measure for timeliness of service for the Department's in-person centres has been selected to be the percent of customers who reach the service counter within ten minutes of entering. The measure for timeliness in the Department's Call Centre is the percent of phone calls answered within 20 seconds. The measure for timeliness for driver examination services has been selected to be the percentage of appointments booked within five weeks of the request. The measure of timeliness for residential tenancy services was selected to be percentage of hearings booked within four weeks of the request. The other measure selected from the survey was general/overall customer satisfaction with the Department's services.

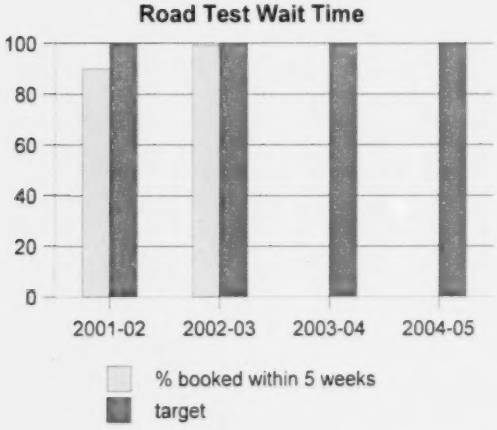
Where are we now?

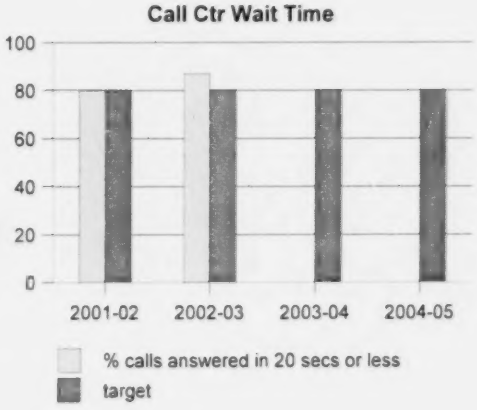
It was the Department's objective to achieve a 75% incidence of overall customer satisfaction in 2001-02. The target was raised to 90% due to the success realized during the previous year. During the 2002-03 fiscal year, the Department was able to achieve a level of overall customer satisfaction of 92%. The Department was able to exceed its target of answering 80% of phone calls, in the Call Centre, within 20 seconds, with an overall grade of service of 87%. The Department realized significant improvement over the base year for in-person service, raising the service achievement from 50% to 74% of customers served within 10 minutes. Although not included as a measure last year, the Department was able to slightly improve over 2001-02 and achieve the road test measure of 100% of appointments booked within 5 weeks. The Department was slightly under the target of 100% of residential tenancy hearings held within four weeks of the request.

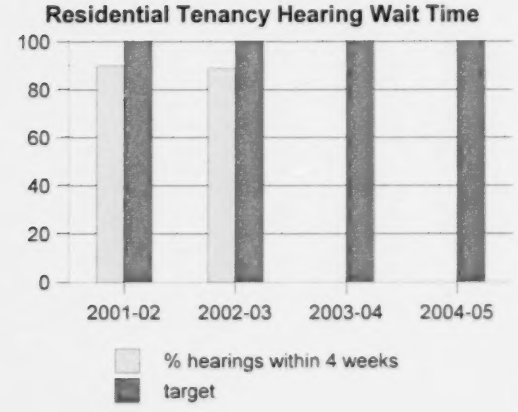
Where do we want to be in the future?

The Department wishes to maintain its service level targets for both in-person and telephone service channels, as well as driver examinations and residential tenancy hearings.









Source: Internal SNSMR information

Business Client Satisfaction

The Department has focused quite closely over the years upon measuring customers' level of satisfaction with departmental services; however, these measures have not previously focused upon any specific customer demographic group. Although not identified as a separate measure in the 2002-03 Business Plan, the Department was interested in the level of satisfaction of business customers with the services they received.

What do the measures tell us?

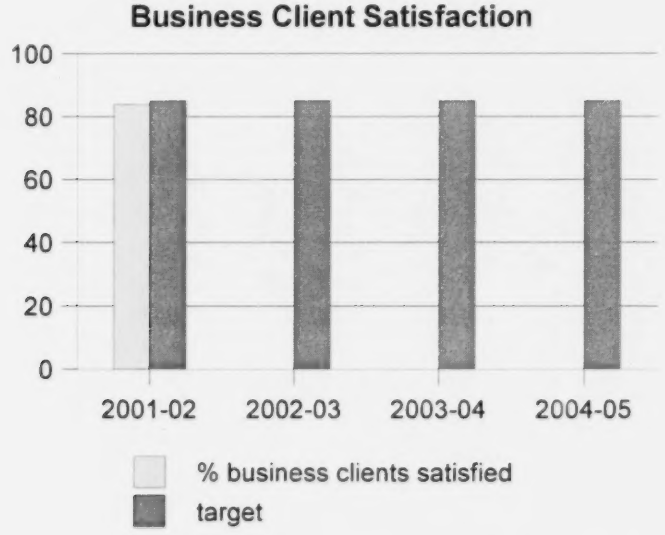
The measure tells us the percentage of business customers who were either "satisfied" or "very satisfied" with the services they received. Measuring satisfaction of business customers specifically allows the Department enhanced information to better focus upon improving services to our business customers. These customers may have different needs than the regular member of the public, which may not be adequately captured if grouped together with all customers of the Department.

Where are we now?

During the 2002-03 fiscal year, 84% of business customers indicated they were either satisfied or very satisfied with the services they received.

Where do we want to be in the future?

The Department wishes to resume this measurement process and maintain the current satisfaction target of 85%.



Source: Internal SNSMR information

e-government Services

One of the Department's strategic goals in the 2002-03 Business Plan was to lead Government's strategy for e-government services. The Department continues to look for innovative ways to improve the quality of and access to its services, in a cost-effective manner. One way the Department is doing this is through focusing on expanding online service offerings.

What do the measures tell us?

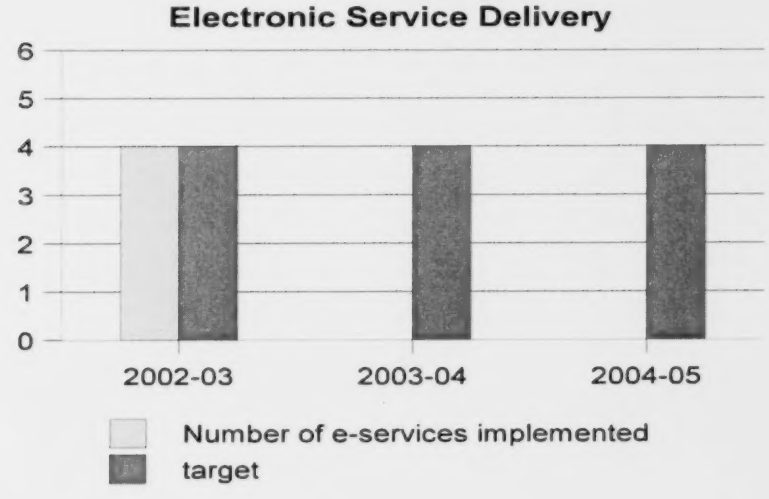
Progress in this area was formerly measured by approximating the percentage of service transactions performed electronically. This measure proved difficult to implement consistently, as the Department's service offerings, through all delivery channels continue to increase, affecting the percentage available online. The Department now intends to measure progress within the electronically service delivery channel by targeting the implementation of a specific number of electronic service offerings annually.

Where are we now?

The Department was able to implement four new electronic service offerings during the 2002-03 fiscal year.

Where do we want to be in the future?

The Department wishes to implement a total of four new electronic service applications annually.



Source: Internal SNSMR information

Government Website Satisfaction

The Department, over the last few years, has been focusing on expanding the electronic service delivery channel, as well as improving the existing content and navigation tools of the various web sites. Although the Department has measured satisfaction with specific electronic service offerings (e.g. online Vehicle Registration Renewals), an overall measure of satisfaction with the government web sites has not been undertaken. Measures of this nature elicit information useful in determining areas requiring enhanced focus and action.

What do the measures tell us?

The measure will indicate the percentage of customers who are either "satisfied" or "very satisfied" with the various Government web sites.

Where are we now?

Baseline customer satisfaction data will be measured during the 2003-04 fiscal year and a target will be set at that time.

Ratio of Assessment Values to Property Sales

Assessment Services is mandated under the Nova Scotia *Assessment Act*, to provide property assessment that is reflective of market value. Market value property assessment is filed with each municipality annually, in the form of an assessment roll which forms the basis for resource generation by the municipality. One measure of the reliability of the assessment roll is measuring the assessment to sales ratio. The ratio of 95-105% is an international standard used by most assessing jurisdictions across North America. Reliable revenue generation supports the Department's goal to foster the development of efficient, effective and financially healthy municipal governments.

What does the measure tell us?

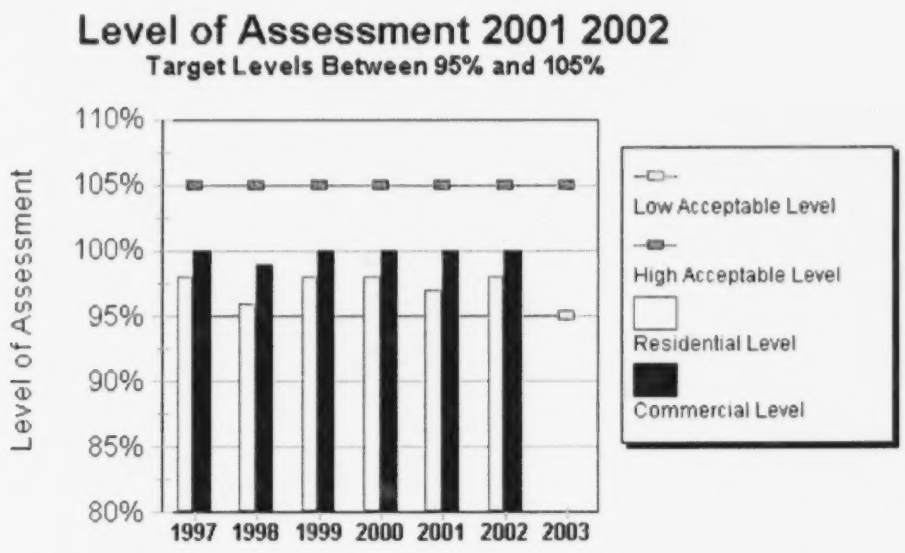
The 95 to 105% ratio of assessment to sales indicates that the total assessment base is reflective of market value and that the Division has met its legislative standard.

Where are we now?

For the 2002 assessment year the assessment to sales ratio for residential and commercial files were 98% and 100% respectively.

Where do we want to be in the future?

An outcome closer to 100% market value is desirable, however ratios between 95-105% are acceptable and is an international standard.



Source: Internal SNSMR information

Number of Appeals/Percent Clients Satisfied With Service

Under the Nova Scotia *Assessment Act* there is a provision for the appeal of a property assessment. The appeal allows for an objective review of the assessment value. The preliminary assessment roll has contributed greatly to the education and awareness of the property owner to the market based assessment process. Increased confidence levels in assessment products and services supports the Department's goal to foster the development of efficient, effective and financially healthy municipal governments.

What does the measure tell us?

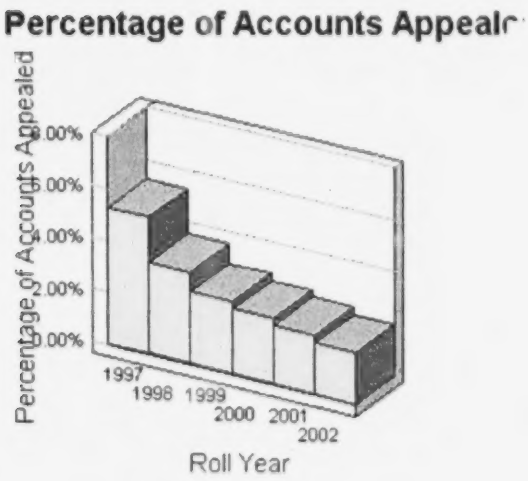
Appeals are an indication that property owners are challenging the validity of the property assessment. A reduction in appeals and high levels of client satisfaction indicate that property owners recognize that the assessment reflects market value, and are satisfied with the service.

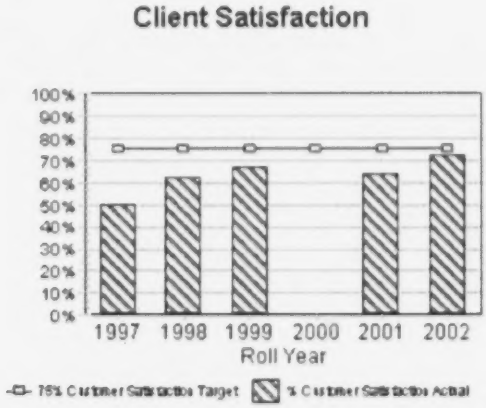
Where are we now?

For the year end 2002, 1.96 % of the total number of assessment accounts were appealed. This number has declined almost 61% since 1997. For 2002, 72.6% of clients surveyed were satisfied with the overall service level provided by assessors. For the 2000 assessment roll, the Division did not conduct a survey.

Where do we want to be in the future?

It is the Division's objective to continue with the decrease in appeals and to reach and maintain a 75% satisfaction level in service.





Source: Internal SNSMR information

Percentage of Assessment Value Lost Through Appeals

Under the Nova Scotia *Assessment Act* there is the provision for an objective review by way of the appeal process. Management of the appeal loss in dollar value to each municipal unit is critical so as to ensure stability and quality of the assessment roll. This appeal loss is measured against the total assessed value. A quality assessment roll supports the Department's goal to foster the development of efficient, effective and financially healthy municipal governments.

What does the measure tell us?

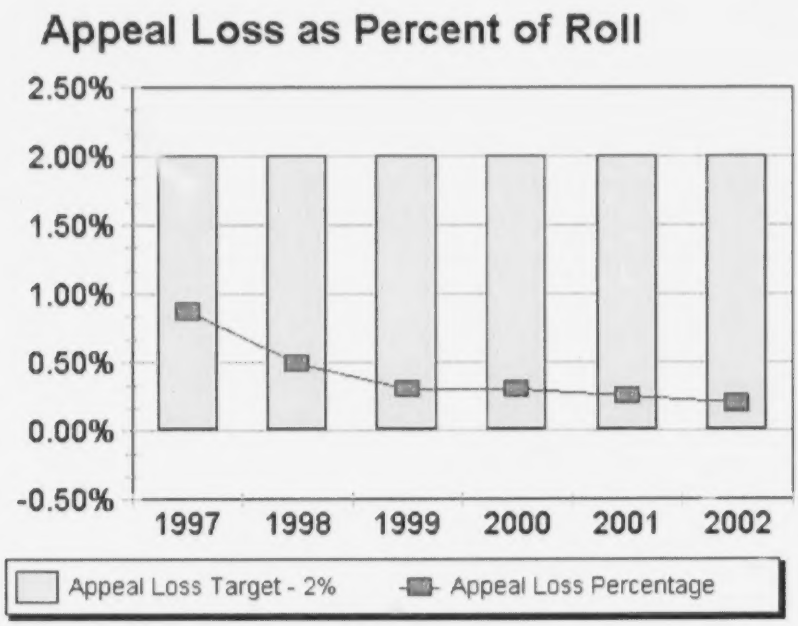
A low percentage loss in dollar value under appeal means the impact to the revenue generation base for each municipality is minimal.

Where are we now?

For the 2002 assessment year the total assessment base was reduced by 0.2% due to appeals.

Where do we want to be in the future?

The objective is to maintain the total loss below 2% of the file. Continuation of the preliminary assessment roll, provincial inspection programs and development of an IT strategy will help to achieve this target.



Source: Internal SNSMR information

Satisfaction Level of Municipal Units

Assessment Services provides an annual property assessment to municipal units in the form of an assessment roll. This is the main source of revenue generation for municipalities. The production and delivery of the assessment file must be complete, accurate, timely and in accordance with legislative requirements and business standards. Achieving a high satisfaction level in terms of quality of product and level of service for the municipal client base supports the goal of efficient, effective and financially healthy municipal governments.

What does the measure tell us?

The percentage of municipal units satisfied with the products and services provides information for the assessment service regarding municipal confidence with assessment products and services.

Where are we now?

This is a new measure and data for 2002-03 was not collected

Where do we want to be in the future?

The Division is aiming to achieve a 50% satisfaction level in the first year and 65% in 2004/05.

Percentage Change to the Annual Assessment Base

Assessment rolls are filed annually with each municipal unit. The roll forms the basis of revenue generation for the municipalities. The amount by which the assessment roll changes on an annual basis (either increasing or decreasing) is a reflection of the local market and economic conditions. It is critical that annual assessment rolls accurately represent these conditions so that taxation falls in a uniform manner. Reliable revenue generation supports the departmental goal of fostering the development of efficient, effective and financially healthy municipal governments.

What does the measure tell us?

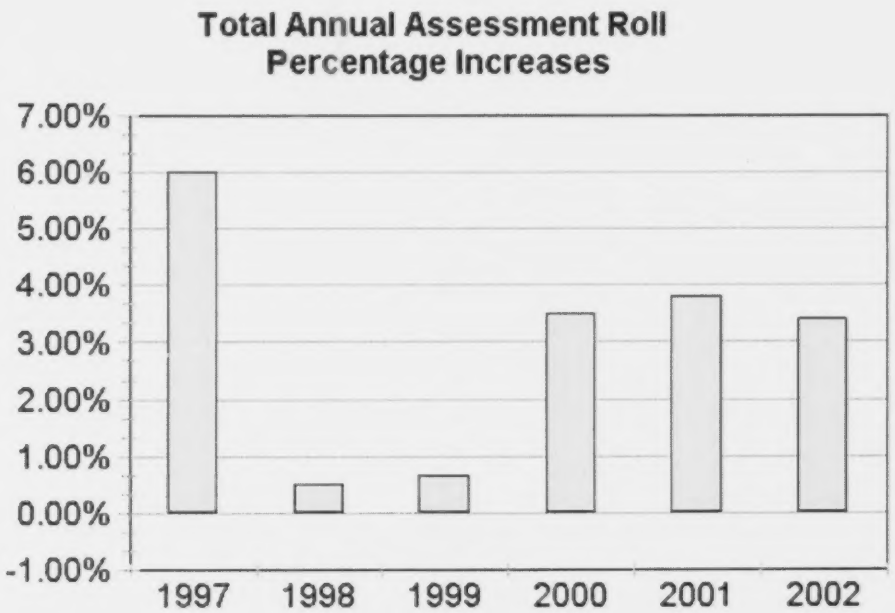
The percentage change to the assessment base reflects local market and economic conditions. It ensures that the assessment base is accurate and defensible and that there is reliability in the revenue raising capacity of the municipality.

Where are we now?

For the 2002 assessment year the provincial residential and commercial file increased by 4.4% and 1.3% respectively. The total annual assessment change was 3.5%.

Where do we w ant to be in the future?

By conducting comprehensive market analysis, understanding local economic trends and conducting inspection programs, the Division will ensure the percentage change to the file is defensible and accurate.



Source: Internal SNSMR information

Licencing Requirements Completed Through the Nova Scotia Business Registry

The Nova Scotia Business Registry (NSBR) is focused on providing one stop access to government services for Nova Scotia businesses, and supports SNSMR's goal of providing streamlined access to quality, client centered government services that are second to none. It supports the departmental outcome of improved electronic access to Departmental services.

What does the measure tell us?

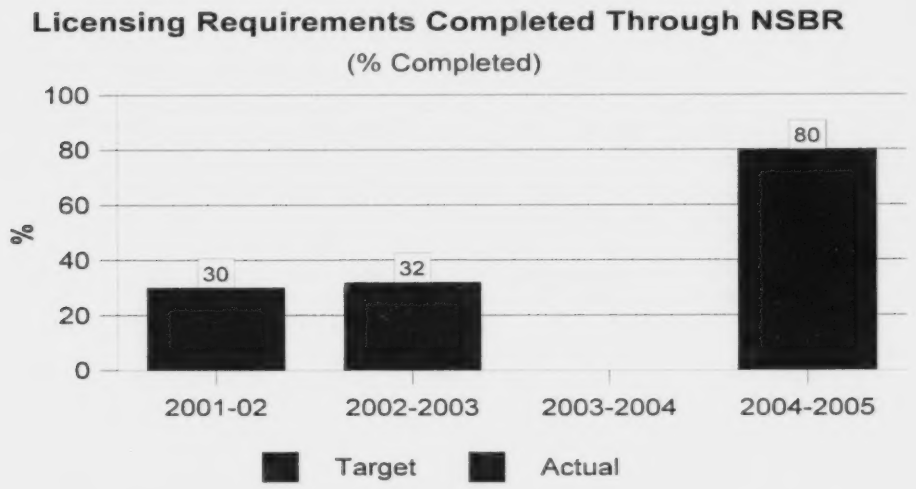
This measure tells us how effectively the Department provides one stop access to provincial business licensing requirements. It is calculated by the number of businesses who can complete 100% of their business licencing requirements through the NSBR (based on business/industry type) divided by the number of businesses in the province (as registered with the Registry of Joint Stock Companies).

Where are we now?

At the end of March 2003, approximately 32% of Nova Scotia businesses could meet 100% of their business licensing requirements through the NSBR. These were industries that required only Registry of Joint Stock Companies, Workers Compensation Board registration, Financial Institutions licensing, and/or fuel safety licences and permits in order to meet provincial licensing requirements.

Where do we want to be in the future?

The Department has prepared an "Expanded Licences, Permits, Registrations and Certificates (LPRC) Delivery Strategy" which will result in 80% of Nova Scotia businesses being able to have their provincial licensing needs met by the NSBR by March 31, 2005.



Source: Internal SNSMR information

New Land Registration System

The Registry 2000 project is implementing changes to improve service delivery and public protection associated with real property. The new land registration system was implemented in Colchester County in March 2003, and will be followed by a gradual rollout across the province.

What do the measures tell us?

The measure demonstrates the number of land registration parcels in the new system divided by the total number of land parcels that exist in the province, expressed as a percentage.

Where are we now?

The first implementation of Land Registration in Colchester County occurred March 24, 2003 with only one week of the fiscal year remaining. Consequently, only 2 land registration parcels were converted to the new system in 2002-03. As of March 31, 2003 there were 33,908 active parcels in Colchester County, and 580,143 parcels in Nova Scotia.

Where do we want to be in the future?

The target of an 11% conversion rate by March 31, 2005 is based upon monthly property transaction statistics from 1999, and applying those numbers to the rollout schedule. The ultimate goal is 100% conversion because the province does not plan to maintain two systems indefinitely. A working group has been established to develop strategies to accelerate the number of parcels into the new system. Land Registration will be implemented in all 18 counties by the spring of 2005.

Client Satisfaction/Quality of Service with Alternative Program Delivery
APD's role is to develop and maintain partnerships on behalf of SNSMR to support the achievement of all departmental goals. Along with identifying potential opportunities, APD leads internal and external partners through program reviews, business case development and change initiatives. APD provides experience, expertise and leadership to support the improvement of streamlined access to services, identification of shared service opportunities, alternative program delivery and efficient municipal governments.

Key outcomes the Division seeks to achieve include the demonstration of SNSMR's commitment and capacity to deliver services on behalf of other departments and increased awareness and understanding of the basic approach, methodology and operation of APD and partnership initiatives.

For 2002-03, the Division is able to report on three measures related to the two key outcomes.

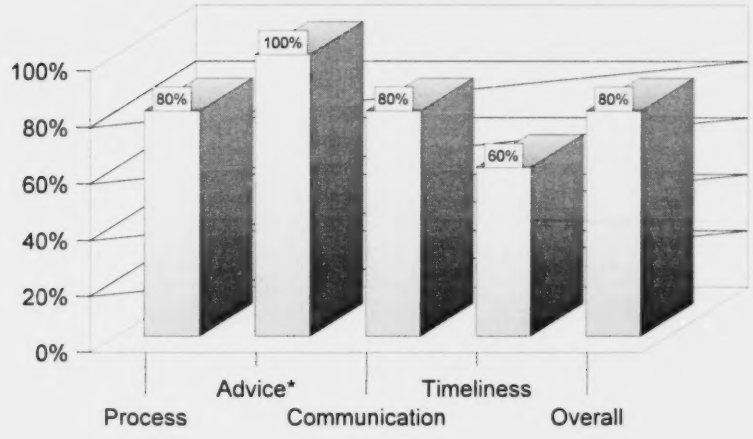
What does the measure tell us?
A partner/client survey has been developed to measure how well APD has met partners' and clients' expectations in six key areas. These areas have been identified as important indicators of service quality. They are:

- was the process thorough?
- was the advice provided clear, concise and comprehensive?
- was the communication tactful and sensitive?
- were activities completed in a reasonable time frame?
- was change managed smoothly (where applicable)?
- overall satisfaction with service/deliverables.

Where are we now?
APD has been in the business of developing partnerships for about 2.5 years. The number of new clients and new initiatives in 2002-03 that had progressed to the point where a survey could be conducted was insufficient to support reporting on this measure. APD will include client survey results for a 2-year period in 2003-04. The chart below restates the performance results obtained in 2001-02.

Where do we want to be in the future?
APD's goal is to maintain 85% of clients satisfied or very satisfied with the six key indicators of service quality identified above.

Client Satisfaction with Quality of Service



Results based on 5 survey responses.

No information to date for change management.

**Advice based on 3 responses only.*

New partnerships with SNSMR
APD's role is to develop and maintain partnerships on behalf of SNSMR to support the achievement of all departmental goals. Along with identifying potential opportunities, APD leads internal and external partners through program reviews, business case development and change initiatives. APD provides experience, expertise and leadership to support the improvement of streamlined access to services, identification of shared service opportunities, alternative program delivery and efficient municipal governments.

Key outcomes the Division seeks to achieve include the demonstration of SNSMR's commitment and capacity to deliver services on behalf of other departments and increased awareness and understanding of the basic approach, methodology and operation of APD and partnership initiatives.

What does the measure tell us?
This measure seeks to give an indication as to how effective the Division has been at entering into partnerships arrangements with new organizations and/or expanding existing relationships.

Where are we now?
The Division has thus far focused its efforts, and had considerable success, with a small number of partner organizations. As such, the current measure of two (2) organizations is consistent with the divisions short-term strategies and targets.

Where do we want to be in the future?
APD's goal is to significantly increase the number of client organizations that have partnered with the Department. Toward this end, the Division is rapidly gearing up for a significant increase in marketing activities to identify potential partners.

Number of investigative projects (reviews, feasability studies, evaluations) initiated with other organizations.

APD's role is to develop and maintain partnerships on behalf of SNSMR to support the achievement of all departmental goals. Along with identifying potential opportunities, APD leads internal and external partners through program reviews, business case development and change initiatives. APD provides experience, expertise and leadership to support the improvement of streamlined access to services, identification of shared service opportunities, alternative program delivery and efficient municipal governments.

Key outcomes the Division seeks to achieve include the demonstration of SNSMR's commitment and capacity to deliver services on behalf of other departments and increased awareness and understanding of the basic approach, methodology and operation of APD and partnership initiatives.

What does the measure tell us?

This measure reports the volume of new projects related to possible partnership opportunities being initiated within the Division. It provides an indication of how many opportunities are being considered at any one time for delivery using the SNSMR infrastructure. The measure does not capture the complexity, scope or scale of the investigations.

Where are we now?

The Division conducted a similar number of investigative projects in 2001-02 (7) and 2002-03 (6). Given that the staffing level in the division decreased for a period during the year, the maintenance in the level of service represents an improvement by the Division.

Where do we want to be in the future?

As the Division acquires experience, expertise and additional staff resources, the volume of projects conducted annually is expected to increase.

e-Government Framework Established

"e-Government" means the provision of government services via electronic means, including telephone, internet and the world wide web. These services can range from the basic to the very sophisticated including: the provision of information on the municipality, e.g. history, council members, recreation programs; the ability to download information, forms and by-laws; the ability to make inquiries and receiving responses; and, completing business transactions i.e. registering in programs, obtaining permits, making payments, etc.

What does this measure tell us?

It becomes an indicator of the effectiveness and efficiency of the municipality.

Where are we now?

Research has indicated Nova Scotia municipalities rate very well in the area of e-government when compared to the rest of Canada. A number of Nova Scotian municipalities and the Association of Municipal Administrators expressed an interest in working with SNSMR to maintain this lead in e-government, and to venture further in the provision of e-Government services and participate in joint projects.

As a result of this joint venture, SNSMR contracted CGI to prepare a "How To" manual to provide guidance for all municipal units wishing to initiate or further develop their e-Government services. CGI was selected because of their many years of direct experience working with government organizations around the world developing e-government systems, such as the Ontario and Alberta Governments, PWGSC, and Service New Brunswick. As well, CGI and British Telecom have joined forces to service Local Authorities in the United Kingdom.

In August 2002, a 130 page document, "Transition to Single-Window Government (e-Government)" by CGI was published in the "Local Government Resource Handbook" and sent to all municipalities.

Where do we want to be in the future?

The goal is to have 100% of the municipalities hosting a web site with the basic e-Government services by 2004/05. Furthermore, it is the objective to encourage at least 5 initiatives with the municipalities in e-Government that further enhances their provision of e-services.

Promote the Growth in Inter-municipal Partnerships

In November, 2002 at the annual conference of the Union of Nova Scotia Municipalities, the Minister of Service Nova Scotia and Municipal Relations expressed the Department's intention to participate with the UNSM in promoting greater voluntary cooperation between municipalities to maximize resources, enhance service delivery in municipal government and assist in achieving effective and efficient municipal government.

What does the measure tell us?

This measure tells us the extent of voluntary cooperation between municipalities and how municipalities are availing themselves of the opportunity to maximize the use of their resources.

Where are we now?

In November, 2002 the Department embarked on a process with the Union of Nova Scotia Municipalities to promote greater voluntary cooperation between municipalities. The purpose behind this initiative was to maximize the use of resources and to enhance service delivery in municipal government. As a first step, a province-wide Inter-Municipal Cooperation Survey was distributed to all municipalities (response rate was 99%). Information collected indicated the extent of cooperation between municipalities in Nova Scotia is significant. This survey was followed by focus group discussions with municipal senior management and councillors. These sessions identified areas that have potential for future cooperative initiatives and the need for concise information that can help municipal officials navigate successful cooperative undertakings, from concept through to reality

Where do we want to be in the future?

The research has lead to the development of a "best practices" guide entitled "Forward Thinking" containing guidelines, legal considerations, benefits and pitfalls of cooperative arrangements. Also, the guide will contain how-to-lists, and links to best practice sites as well as sample inter-municipal agreements. This guide is in the testing stage and will be made available to municipalities via the Department's website to assist municipalities in the near future.

Canada/Nova Scotia Infrastructure Program Implementation
"Supporting sustainable municipal development" is a desired outcome stated in the Business Plan for Service Nova Scotia and Municipal Relations

What does the measure tell us?
The Canada/Nova Scotia Infrastructure Program is a tri-party agreement that represents a total of $196 million in federal, provincial and municipal investments in infrastructure over a six year period from 2000 to 2006. Municipal infrastructure is a crucial component in maintaining and growing healthy and viable communities across the province. The level of funding (percentage of total program) committed under the Infrastructure Program provides a measure of municipal infrastructure improvements that will be undertaken over the next year.

Where are we now?
As of March 31, 2003 there were 94 projects approved under the program, with a total value in excess of $148.3 million (75.5 % of total program value).

Where do we want to be in the future?
Our target is to have 85% of the total program funding committed by March 31, 2004.

Inclusive Transportation

"Supporting sustainable municipal development" is a desired outcome stated in the Business Plan for Service Nova Scotia and Municipal Relations and falls within Government's goal to grow the economy.

What does the measure tell us?

The Community Transportation Assistance Program was developed to assist municipalities and community groups to provide inclusive transportation services in low density population (rural) areas. The number of counties served by inclusive transportation provides an indication of the geographical coverage and gives the program direction to focus on areas where gaps exist.

Where are we now?

In the year 1999 there were 4 counties with inclusive transportation services. As of March 31, 2002 there were 7 counties out of a total of 18 that had inclusive transportation services operating within their boundaries. The Province is committed to continue support of the existing inclusive transportation services and encourages the development of new services in locations where services are not currently available.

Where do we want to go/be in the future?

The goal is to increase the number of counties with inclusive transportation services.

Municipal Units With a Satisfactory Municipal Indicators Rating

One of the Department's primary goals is to promote the development of efficient, effective and financially healthy municipal governments. This measure will provide the department with some indication of how municipalities are doing in meeting this goal.

What does the measure tell us?

The measure will provide a snap shot of relative municipal strength. Data will be compiled for a number of indicators including financial (i.e. debt), community (i.e. population trends), governance (i.e. business planning process), and performance (i.e. number of water main breaks). Over time, enough data will be collected that will identify and document trends which will assist municipalities in their decision making processes. These indicators will be useful to Service Nova Scotia and Municipal Relations in reviewing policy options, and they will also act as an invaluable tool at the municipal level, assisting in the decision making process of municipal councils.

Where are we now?

Until individual municipal indicators are reviewed and refined, no data is currently available.

Where do we want to be in the future?

The target for this measure is to have the data collected for the three year fiscal period of 2001/02 through 2004/05 by the end of the 2004-05 fiscal year. At that time, best practices will be developed which individual municipalities can then use to improve their decision-making and service delivery.

Number of Municipalities Using Municipal Indicators

One of the Department's goals is to promote the development of efficient, effective and financially healthy municipal governments. This measure will provide the department with some indication as to how many municipalities are using indicators to assist in meeting this goal.

What does the measure tell us?

One tool developed to assist municipalities in decision-making and best practices processes with other municipalities in the Province is the Municipal Indicators Initiative. This measure will provide Service Nova Scotia and Municipal Relations with data on how many municipalities are using the indicators to develop best practices in their strategic planning, and provide insight as to how the indicators may be further developed to expand their usefulness.

Where are we now?

Individual indicators are being reviewed and refined in order to meet the needs of municipalities. Until this process is completed, base year data for the number of municipalities can not be completed.

Where do we want to be in the future?

The target for this measure is to have the data collected for the three year fiscal period of 2001-02 through 2004-05 by the end of the 2004-05 fiscal year. At that time best practice levels should be developed and discussions with municipalities on how they are using the indicators will take place.

Municipal Planning Strategies /By-laws Protecting Drinking Water Supplies

Safe, clean drinking water is an essential part of daily living. It is critical to the health and quality of life of Nova Scotians, and important for our businesses. More than half of our province's population gets its drinking water from municipal water supplies. Establishing controls that help to protect the quality of water at its source is an important factor in providing high quality municipal drinking water. Land use controls (i.e. planning documents - municipal planning strategy, land use by-law and subdivision by-law adopted by a municipality under the authority of the *Municipal Government Act*) which regulate the type and extent of development in the area around the drinking water source (watershed also means groundwater recharge area) are an important mechanism for protecting water quality. Such controls are in keeping with the provisions of the *Statement of Provincial Interest Regarding Drinking Water* and *A Drinking Water Strategy for Nova Scotia*.

In 2001-02 the Municipal Drinking Water Supply Planning Assistance Program was established to financially assist municipalities with the preparation of municipal planning documents that help protect municipal drinking water supplies.

What does the measure tell us?

This is a measure of the number of municipal drinking water supply sources, be it a lake, river, or well (groundwater), which have municipal planning documents in place for the area surrounding the drinking water source. An increase in the number of planning documents in effect in the province for water supply watersheds is, in and of itself, a good thing. Still, the extent of the benefit of establishing land use controls is not uniform in all cases. Watersheds in which there is a lot of development pressure and much of the land is privately owned are likely to benefit more.

Where are we now?

The number of planning documents in place in municipal drinking water supply watersheds has slowly but steadily increased in recent decades. Currently there are 29 planning documents in place in water supply watershed areas.

In the 2002-03 fiscal year, just under $70,000 of provincial funding was committed to seven projects under the Program. Of these, five projects were for groundwater supplies and two for surface water. In some cases the work associated with our funding not only contributed to the development of planning documents but also more comprehensive protection strategies for these water supplies. In light of the type and extent of work required, a number of the projects funded under this program are multi-year undertakings.

Where do we want to be in the future?

By 2004-05 the target is that ten additional municipal drinking water supply watersheds, from the base year of 2001-02, will be covered by a municipal planning strategy and land use by-law. This is a 40% increase.

Improved Road Safety
One of the Departments strategic goals is to advance the public interest by improving the programs that it administers. Road safety is a key program responsibility with the desired outcome a reduction in the number of deaths and injuries (incidents) occurring on the highways.

The Department has specific responsibilities for driver, carrier and vehicle safety aspects of road safety. As there are many factors which contribute to collisions, three areas were chosen as sub-measures to further identify progress. These include reduction in drinking and driving, increased seat belt usage, and the improved operation of commercial vehicle carriers.

What do the Measures Tell Us ?
The main measure will compare the number of fatalities and injuries for the period 1996-2001 with the period 2008-2010. A reduction in this number will mean less suffering for all Nova Scotians and significant reductions in health care costs and collision settlements.

Sub-measures will include specific reductions in fatalities and injuries involving impaired driving, failing to wear a seat belt and collisions involving a commercial vehicle.

Where are we now ?
The average number of fatalities/injuries for the year 1996-2001 was 503 and for 2002 was 467.

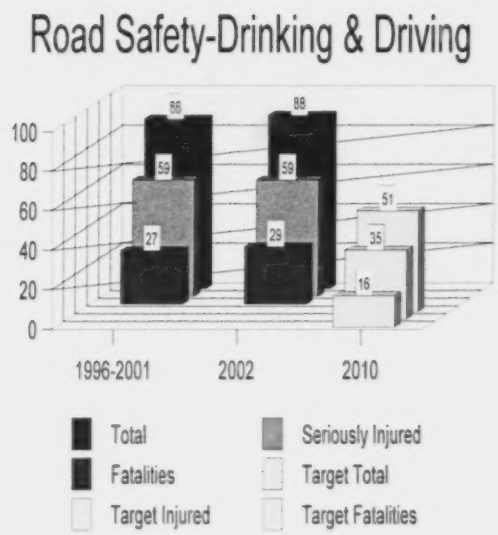
Similarly, the following is the status of the sub-measures:

Sub-Measure	1996-2001	2002
Incidents due to impaired driving	86	88
Incidents due to non-use of seat belts	93	72
Incidents involving commercial vehicles	35	22

Where do we want to go/be in the future ?
Our target for this measure is to decrease the average number of fatalities/injuries by 30 % for the period 2008-2010 which translates into a reduction of 151 incidents.

Similarly, the following are the targets for each of the sub-measures:

Sub-Measure	1996-2001	2008-2010
Incidents due to impaired driving	86	51
Incidents due to non-use of seat belts	93	56
Incidents involving commercial vehicles	35	28



Source: Provincial police forces collect this data and SNSMR compiles it.

Number of Violations[1] by Regulated Industries

The Audit and Enforcement unit assigns staff to promote compliance by businesses operating in industries regulated by the Department. Industries include direct sellers, providers of funeral and cemetery services, lenders, mortgage brokers and lenders, collection agencies and consumer reporting agencies. The risks to consumers in each of these industries warrant regulation. Compliance activity may take the form of an investigation of a complaint or an irregularity in a required filing by a business, or of a routine inspection. There are approximately 30 investigations/inspections each year.

What does the measure tell us?

This measure indicates how many violations of regulations applying to the regulated industries noted above are revealed through inspections or investigations during a given fiscal year and that require compliance action to be taken. Compliance actions include prosecutions, cancellations or suspensions of licence, permit or registration, issuance of a letter of reprimand, or requests for an assurance of voluntary compliance (AVC).

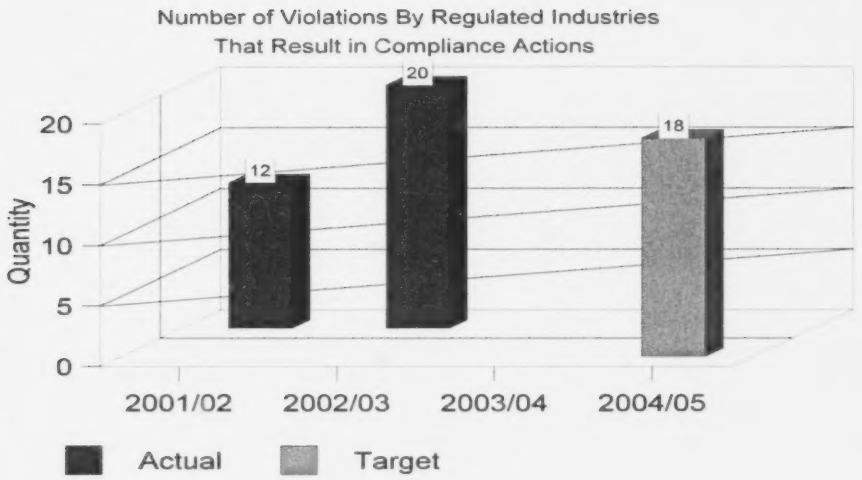
Where are we now?

In 2001/02 there were 12 compliance actions taken as the result of 23 investigations/inspections while in 2002/03 there were 20 compliance actions taken in respect of 32 inspections/ investigations.

Where do we want to be in the future?

The number of inspections and investigations was very small for about five years prior to 2002, as a result of a lack of enforcement staff. The number of inspections/investigations to be conducted by 2004-05 is targeted at 35 and it is estimated that 50% of the inspections and investigations will result in a violation being detected that requires compliance action. For 2004-05, it is estimated that 18 compliance actions will be taken It is anticipated that the number of situations requiring compliance action will be high for the next several years because businesses have become accustomed to a minimal enforcement presence, making them more likely to be in violation of regulations. It is anticipated that 50% of the 35 inspections/investigations forecasted for 2004-05 will result in compliance action. The number of compliance actions should drop subsequently as the realization increases that non-compliance is likely to be discovered and penalties imposed.

[1] Violations are defined as non-compliance which results in a compliance action such as a prosecution, cancellation or suspension of licence, permit or registration, issuance of a letter of reprimand, or a request for an assurance of voluntary compliance (AVC).



Source: Internal SNSMR information

Collections on Outstanding Debts

The Collections Unit traditionally provided debt collection services for the Provincial Tax Commission. Since the windup of the former Health Services Tax, the Unit has developed and administered nine collection programs for seven other departments. The Collection Unit has the ability to act as the collection agent for departments that do not possess the expertise or resources to collect outstanding debts. This measure supports the Department goal of advancing the public interest by improving the programs it administers and the outcome of optimizing revenues to the Department and the Province.

What do the measures tell us?

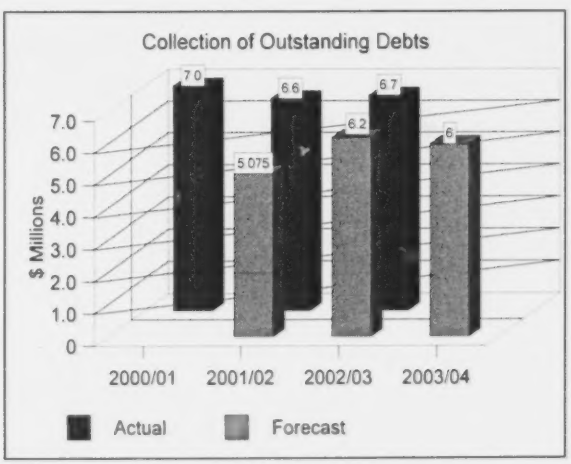
At the beginning of each fiscal year the Collections Unit forecasts how much of the outstanding accounts receivable (debt) it will collect based upon all the outstanding debt that has been assigned to the Department. This measure determines the amount actually collected at the end of the fiscal year versus the forecast.

Where are we now?

In 2002-03 the Unit collected $6.7 million on outstanding debts of $33.5 million as of March 31, 2002 versus a forecast of $6.2 million. Thus the collections unit exceeded the forecast by $0.5 million or just over 8%. In addition, in 2002-03 responsibility for collecting $395,800,000 in revenues on behalf of the fuel and tobacco tax and corporate capital tax programs was transferred to the Collections Unit.

Where do we want to be in the future?

In 2003-04 the Department is estimating it will collect $6.0 million on outstanding debts of $41.0 million as at March 31, 2003. The target is to collect at least 100% of the forecast each year of the forecast period. In 2003-04 the forecast has been reduced from the actual amount collected in the previous year due to a drop in the accounts receivable assigned from the Department of Finance. These receivables traditionally have the highest recovery rate at 50%. In most of the other programs the collection recovery rate is less than 20%. Through to 2004-05, the Collection Unit plans to attract new departments/programs to utilize its collection services.



Source: Service Nova Scotia and Municipal Relations Collection Unit

Ratio of Non-adjudicated to Adjudicated Cases in Residential Tenancies

The Residential Tenancies Program serves to define, communicate and enforce the rights of landlords and tenants in Nova Scotia. Two primary components of the program are the call centre which answers 50,000 tenancy inquiries each year, and a dispute resolution service where Residential Tenancy Officers mediate and adjudicate disputes between landlords and tenants.

What does the measure tell us?

Landlords and tenants who cannot resolve their own disputes apply for mediation and/or adjudication of their conflict. Ideally, disputes are resolved with the least possible amount of intervention by program staff. Non-adjudicated resolutions are those that involve mediation or where an application is withdrawn due to an unmediated agreement or a clearer understanding of rights and responsibilities. Non-adjudicated resolutions often require more resources than adjudicated outcomes do, but the solutions can be more creative and can be in place before the scheduled hearing date even arrives. The ratio of adjudicated to non-adjudicated resolutions is an important indicator of how effectively the residential tenancies program diverts appropriate disputes to low intervention resolutions.

Where are we now?

Baseline data is now being collected for the 2003-04 fiscal year.

Where do we want to be in the future?

Being able to set realistic goals for improving the adjudicated/non-adjudicated ratio will require gaining a clearer understanding of what motivates tenants and landlords to mediate versus litigate. A thorough analysis of the factors that contribute to each type of outcome will be necessary to confidently predict how many disputes can be diverted towards non-adjudicated outcomes. This analysis will be completed to coincide with the establishment of the baseline data at the end of the 2003-04 fiscal year.

Actual Tobacco Revenues As A Percentage of Estimates

The Audit and Enforcement section is responsible for administering and enforcing fuel and tobacco tax programs. Since April 1, 2001 there have been four tobacco tax increases as part of a national effort to decrease tobacco use. As a result of these increases, the provincial tax on a carton of cigarettes has increased from $9.64 to $26.04. Combined with other federal tax increases the average retail cost of a carton of cigarettes has increased by almost $30. Increasing the cost of tobacco will lead to decreased tobacco use, but also provides an incentive to avoid the taxes on tobacco through smuggling, store thefts, etc. Audit and Enforcement undertakes a variety of administrative, audit, compliance and enforcement activities as well as monitoring to minimize the opportunity to establish illegal distribution networks in the Province. This measure supports the Department goal of advancing the public interest by improving the programs it administers and the outcome of optimizing revenues to the Province.

What do the measures tell us?

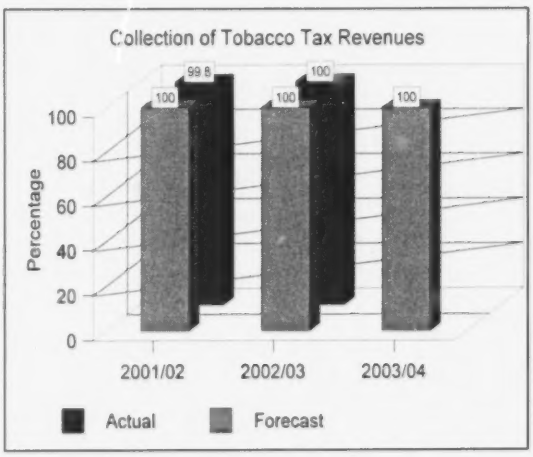
At the beginning of each fiscal year tobacco tax revenues are forecasted by the Department of Finance. The Audit and Enforcement section is responsible to ensure these revenues are realized other than for adjustments related to consumption decreases. This measure determines the amount actually collected at the end of the fiscal year versus the forecast. Any variance other than legitimate changes in consumption would be an indication that smuggling or some type of tax evasion scheme is occurring.

Where are we now?

In 2002-03, just over 100% of the forecasted tobacco tax revenues were collected. Tobacco tax revenues collected exceeded the forecast of $145,400,000 marginally by $25,000.

Where do we want to be in the future?

In 2003-04, the department is estimating it will collect $166,720,000 in tobacco tax revenues. The target is to collect at least 100% of the forecast each year of the forecast period. In 2003-04, the forecast has been increased from the actual amount collected in the previous year due to the tobacco tax increase in January, 2003.



Source: Service Nova Scotia and Municipal Relations
Audit & Enforcement Section

Number of Audits/Inspections Resulting in the Identification of Unpaid Tax or Other Actions

The Audit and Enforcement section is responsible for administering and enforcing fuel and tobacco tax programs. Enforcement is but one tool to promote voluntary compliance with the tax system. Audits, inspections and investigations are used to identify unpaid taxes or result in compliance actions against a non-compliant consumer or taxpayer. Such actions can include criminal charges and prosecutions, letters of warning or reprimand, or suspension or cancellation of a permit or license.

What do the measures tell us?

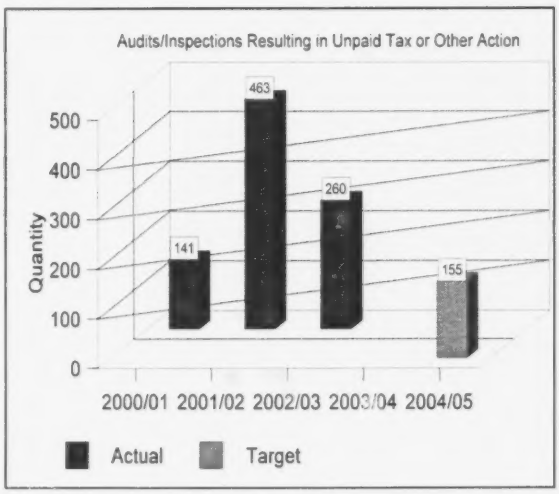
Increasing the number of audits/inspections resulting in unpaid tax or other actions is evidence that more non-compliant taxpayers have been identified.[1] This can be accomplished by increasing the number of audits, inspections and investigations conducted through more efficient deployment of resources and through better audit/inspection selection techniques.

Where are we now?

In 2002-03 there were 260 audits/inspections or investigations that resulted in unpaid tax (213 tax assessments) or other actions (47 compliance actions). This compares to 463 in 2001-02 and 141 in 2000/01. The major reason for the differences over the past two years relate to audits and assessments of tobacco inventory subject to the tax increases. These accounted for 143 of the assessments in 2002-03 and 312 of them in 2001-02. The net number of assessments or other actions in 2002-03 was 123 (260-143), which is down from the 2000-01 base amount. This was due to the allocation of resources to other priorities.

Where do we want to be in the future?

By 2004-05 our goal is to achieve a 10% increase over the 2000-01 base year amount of 141 audits/inspections that resulted in tax assessments or compliance action. That equates to 155 audits/inspections.



Source: Service Nova Scotia and Municipal Relations Audit & Enforcement Section

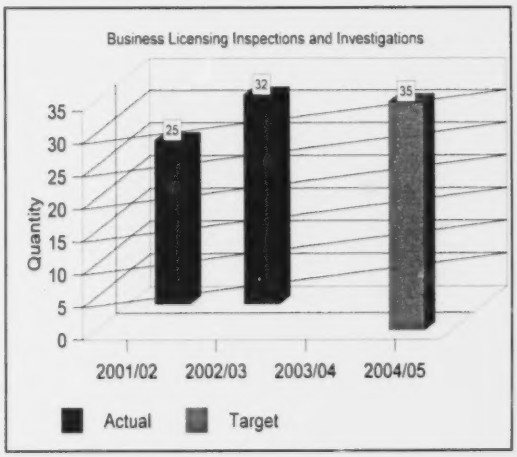
[1] Other actions is defined as tax assessments or compliance action such as criminal charges and prosecutions, letters of warning or reprimand, and suspension or cancellation of a permit/licence.

Number of Business Licensing Inspections and Audits

The Audit and Enforcement section became responsible for enforcing various business licensing programs in 2001-02. One staff person was assigned to these programs and due to other priorities very few inspections had been done for some time. Re-establishing this program and training additional staff is vital if an effective inspection program is to continue. Enforcement is but one tool to promote voluntary compliance with these programs. Audits, inspections and investigations are used to identify non-compliant businesses so that appropriate compliance action may be taken. Such actions can include criminal charges and prosecutions, letters of warning or reprimand, and suspension or cancellation of a permit or license. The audit and inspection program should target higher risk businesses as opposed to allocating resources on the audit/inspection of lower risk compliant businesses.

What do the measures tell us?

Increasing the number of business licensing inspections and investigations is a good indication that the program has been re-established. An effective enforcement program can identify areas of concern or high risk and may result in various other actions.[1] This will ultimately lead to higher levels of compliance. This can be accomplished by increasing the number of audits, inspections and investigations conducted by assigning additional resources to this program and through more efficient deployment of resources. It can also be accomplished through better audit/inspection selection techniques.



Source: Service Nova Scotia and Municipal Relations
Audit & Enforcement Section

Where are we now?

In 2002-03 there were 32 inspections or investigations that resulted in 20 compliance actions. This compares to 23 inspections/investigations and 12 compliance actions in 2001-02. The reasons for the increase over the past year relates to the assignment of an additional staff person to this program and that there was a major investigation in 2001-02 that consumed more time than usual.

Where do we want to be in the future?

By 2004-05 the target is to gradually increase the number of inspections/investigations per year to 35 as resources permit. The program was not fully staffed during 2002-03 and training continues. Further training of other staff within the section in conducting business licensing inspections and investigations will ensure there are adequate resources to monitor and promote compliance with these programs.

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[1] Other actions is defined as tax assessments or compliance action such as criminal charges and prosecutions, letters of warning or reprimand, and suspension or cancellation of a permit/licence.

Appendix 2 - Reconciliation of Performance Measures

Business Planning Template - Fiscal Year 2002-03			
Core Business - Service Delivery			
Measure	**Base Year Data**	**Target 2004/05**	**Comments**
- % of customers satisfied with services received through SNSMR sites.	- 89%	-90%	- measure continued in 2003-04
- % of customers waiting less than 10 minutes at service centres	- 50%	- 80%	- measure continued in 2003-04
- % of customers having phone calls answered in less than 20 seconds at Call Centres	- 80%	- 80%	- measure continued in 2003-04
- % of total services offered at each SNSMR location	- 50%	- 90%	- this measure has been discontinued because the number of services that can be offered is always growing along with the number that are actually offered. Thus the base is always changing, making comparison impossible.
- % of government service transactions performed electronically	-10%	- 50%	- this measure has been replaced with a measure of number of new electronic service transactions implemented annually.

Business Planning Template - Fiscal Year 2002-03			
Core Business - Program Management and Corporate Services			
Measure	**Base Year Data**	**Target 2004/05**	**Comments**
- actual revenues as a percent of estimates	- 100%	- 100% (adjusted for changes to forecast due to changing economic conditions)	- measure continued in 2003-04 with the words "debt collection" added before revenues.
- deaths and injuries (incidents) due to operation of a motor vehicle	-503	-30% reduction in deaths and injuries achieved for the period 2008-2010 versus 1996-2001	- measure continued in 2003-04.

Business Planning Template - Fiscal Year 2002-03			
Core Business - Alternative Program Delivery			
Measure	**Base Year Data**	**Target 2004/05**	**Comments**
- % of clients satisfied or very satisfied with the quality of the service provided	- TBD	- 85%	- measure continued in 2003-04. The statement "Quality of APD projects and initiatives based on: • process • advice • communications • timeliness" has been added to add clarity as to what is meant by quality for the purpose of this measure.
- ratio of assessment to sales	- 97% residential /resource - 100% commercial (year end 2001)	- ratio of 95-105	- measure continued in 2003-04. Measure is now expressed as a percentage rather than a ratio
- % change to the annual assessment base	- 3.39% residential - 1.23% commercial (year end 2001)	- assessment change reflects local economic conditions	- this measure has been discontinued as it is too difficult to determine local economic conditions.
- % of clients satisfied or very satisfied with service	- 74% (year end 2001)	- 75% client satisfaction	- measure continued in 2003-04.
- % of assessment value lost through appeals	- 0.9% of total assessment (year end 2001)	- ≤ 2%	- measure continued in 2003-04.
- # of appeals	- 2.2 % (year end 2001)	- reduce the number of appeals from current levels.	- measure continued in 2003-04. Measure is now expressed as a percentage.

Business Planning Template - Fiscal Year 2002-03			
Core Business - Municipal Services			
Measure	**Base Year Data**	**Target 2004/05**	**Comments**
- % of municipalities with a satisfactory municipal indicators rating	- TBD	- 100%	- measure continued in 2003-04 with the word performance replacing indicators rating.
- # of municipal units in which e-government framework established	- 10% (Sept. 2001)	- 100% of municipalities in position to implement basic e-government services	- measure continued in 2003-04 with the words "basic e-government services" deleted in the target.
- % of proposals for amendments processed within six months of receipt	- 100%	- 100%	- measure has been discontinued as it does not indicate anything about the quality of the amendments.
- % of Can/NS Infrastructure Program funding committed to ($120 M) investment in municipal infrastructure	- 0 (2000-01)	- 75%	- measure continued in 2003-04 with words "for approved projects " replacing the words after "committed".
- # of counties served by inclusive transportation	- 0	- five	- measure continued in 2003-04
- # of plans (watershed plans) for key resource areas	- 25	- 35	- measure continued in 2003-04 with the wording of the measure changed to "number of new municipal planning strategies/by-laws that protect municipal drinking water supplies completed".

Business Planning Template - Fiscal Year 2002-03			
Core Business - Registry and Information Management Services			
Measure	**Base Year Data**	**Target 2004/05**	**Comments**
- % of business clients who can complete all necessary licencing requirements through the NSBR	- 30%	- 80%	- measure continued in 2003-04
- # of Licenses, Permits Registrations and Certificates available through the NSBR	- 19%	- 80%	- this measure has been discontinued because the number of services that can be offered is always growing along with the number that are actually offered. Thus the base is always changing, making comparison impossible.
- % of land parcels converted to new land tenure system	- 0%	- 11%	- measure continued in 2003-04. Target changed to 11% from 10%.
- # of counties in which land tenure system implemented	- 0	- 18	- measure has been discontinued as a more appropriate measure is the % of conversions.

All measures related to Employer of Choice have been discontinued as no data was available in 2002-03. Staff related measures are under review for the 2004-05 Business Plan and will be recast in that document.